



Havering

L O N D O N B O R O U G H

CRIME & DISORDER SUB- COMMITTEE AGENDA

7.00 pm

**Thursday
9 December 2021**

**Town Hall, Main Road,
Romford**

Members 7: Quorum 3

COUNCILLORS:

John Tyler
Tele Lawal
Matt Sutton (Vice-Chair)
Sally Miller (Chairman)

Michael Deon Burton
John Crowder
Jan Sargent

**For information about the meeting please contact:
Luke Phimister 01708 434619
luke.phimister@onesource.co.uk**

Protocol for members of the public wishing to report on meetings of the London Borough of Havering

Members of the public are entitled to report on meetings of Council, Committees and Cabinet, except in circumstances where the public have been excluded as permitted by law.

Reporting means:-

- filming, photographing or making an audio recording of the proceedings of the meeting;
- using any other means for enabling persons not present to see or hear proceedings at a meeting as it takes place or later; or
- reporting or providing commentary on proceedings at a meeting, orally or in writing, so that the report or commentary is available as the meeting takes place or later if the person is not present.

Anyone present at a meeting as it takes place is not permitted to carry out an oral commentary or report. This is to prevent the business of the meeting being disrupted.

Anyone attending a meeting is asked to advise Democratic Services staff on 01708 433076 that they wish to report on the meeting and how they wish to do so. This is to enable employees to guide anyone choosing to report on proceedings to an appropriate place from which to be able to report effectively.

Members of the public are asked to remain seated throughout the meeting as standing up and walking around could distract from the business in hand.

What is Overview & Scrutiny?

Each local authority is required by law to establish an overview and scrutiny function to support and scrutinise the Council's executive arrangements. Each overview and scrutiny sub-committee has its own remit as set out in the terms of reference but they each meet to consider issues of local importance.

The sub-committees have a number of key roles:

1. Providing a critical friend challenge to policy and decision makers.
2. Driving improvement in public services.
3. Holding key local partners to account.
4. Enabling the voice and concerns to the public.

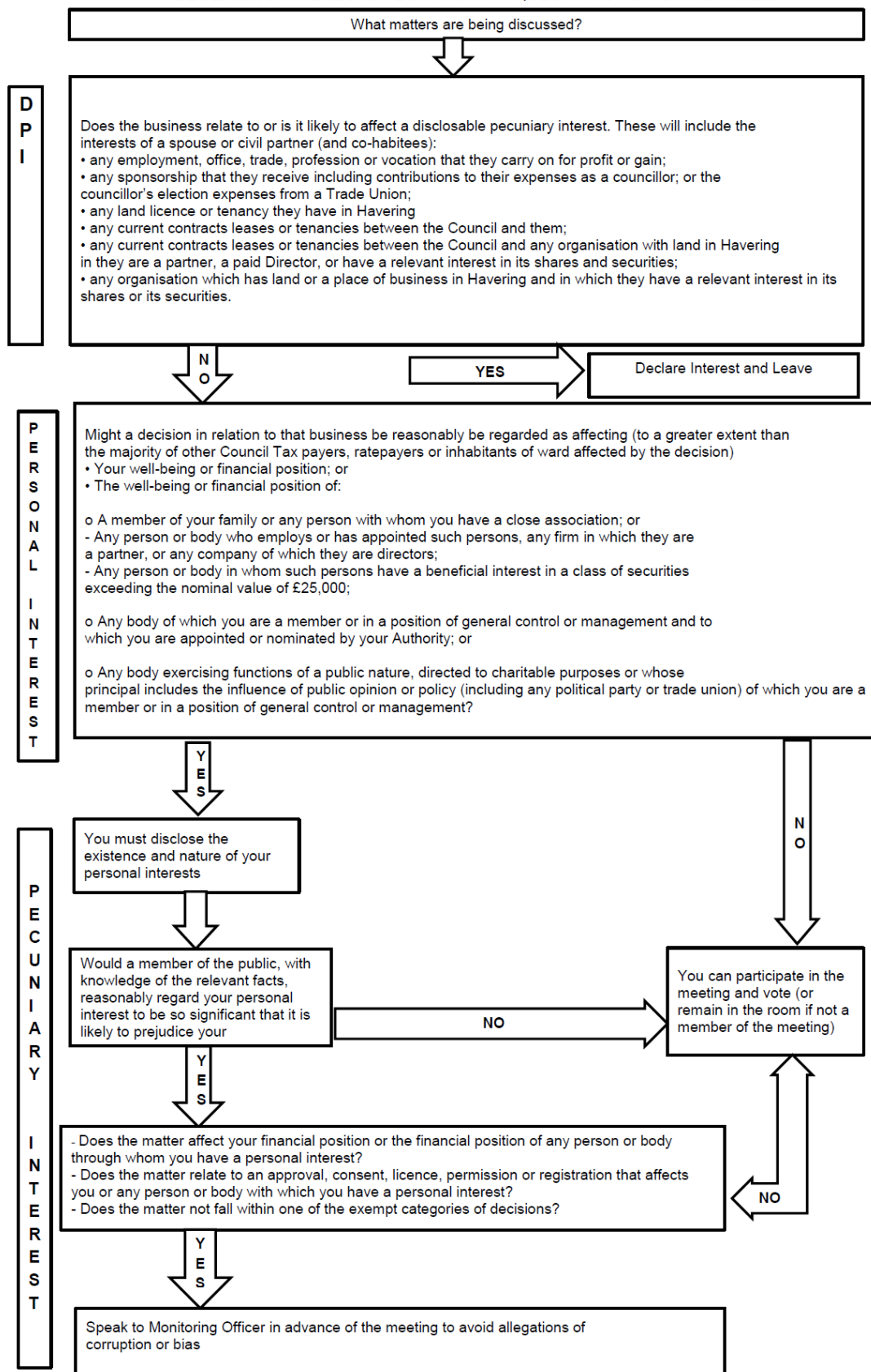
The sub-committees consider issues by receiving information from, and questioning, Cabinet Members, officers and external partners to develop an understanding of proposals, policy and practices. They can then develop recommendations that they believe will improve performance, or as a response to public consultations. These are considered by the Overview and Scrutiny Board and if approved, submitted for a response to Council, Cabinet and other relevant bodies.

Sub-Committees will often establish Topic Groups to examine specific areas in much greater detail. These groups consist of a number of Members and the review period can last for anything from a few weeks to a year or more to allow the Members to comprehensively examine an issue through interviewing expert witnesses, conducting research or undertaking site visits. Once the topic group has finished its work it will send a report to the Sub-Committee that created it and will often suggest recommendations for the Overview and Scrutiny Board pass to the Council's Executive.

Terms of Reference

The areas scrutinised by the Committee are in exercise of the functions conferred by the Police and Justice Act 2006, Section 19-22 and Schedules 8 & 9.

DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF



AGENDA ITEMS

1 CHAIRMAN'S ANNOUNCEMENTS

The Chairman will announce details of the arrangements in case of fire or other events that might require the meeting room or building's evacuation.

2 APOLOGIES FOR ABSENCE AND ANNOUNCEMENT OF SUBSTITUTE MEMBERS

(if any) – receive.

3 DISCLOSURE OF INTERESTS

Members are invited to disclose any interest in any of the items on the agenda at this point of the meeting.

Members may still disclose any interest in an item at any time prior to the consideration of the matter.

4 VIOLENCE REDUCTION ACTION PLAN UPDATE (Pages 1 - 52)

Report attached.

5 PERFORMANCE INDICATORS - QUARTER 2 (2021/2022) (Pages 53 - 56)

Report attached.

6 PERFORMANCE MONITORING OF THE COUNCIL FUNDED POLICE TEAM - HAVERING JOINT TASK FORCE (HJTF) (Pages 57 - 68)

Report attached.

7 UPDATE ON PROBATION UNIFICATION (Pages 69 - 94)

Presentation attached.

Zena Smith
Democratic and Election
Services Manager

This page is intentionally left blank

CRIME AND DISORDER OVERVIEW AND SCRUTINY COMMITTEE

Subject Heading:	Violence Reduction Unit Action Plan update
SLT Lead:	Barry Francis Director of Neighbourhoods
Report Author and contact details:	Chris Stannett Community Safety Officer (IOM & SGV) chris.stannett@havering.gov.uk 01708434916
Policy context:	The report provides a summary of the Havering Violence Reduction Action Plan
Financial summary:	There are no direct financial implications arising from this report

The subject matter of this report deals with the following Council Objectives

Communities making Havering	<input checked="" type="checkbox"/>
Places making Havering	<input checked="" type="checkbox"/>
Opportunities making Havering	<input type="checkbox"/>
Connections making Havering	<input type="checkbox"/>

SUMMARY

The Mayor's Office for Policing and Crime (MOPAC) requires each local authority to produce a Violence Reduction Action Plan. The plan is refreshed annually and performance is reported quarterly to the Havering Community Safety Partnership

RECOMMENDATIONS

That the Crime and Disorder Overview and Scrutiny Committee note the contents of the report.

REPORT DETAIL

MOPAC has requested that every London Borough completes an Action Plan on how it was going to address knife crime in its own Borough.

The Violence Reduction Unit (VRU) have worked closely with each of the 32 London boroughs to galvanise good practice and partnership through local Community Safety Partnership Violence Reduction Action Plans. Supported by the police, these plans have moved from a focus on limited enforcement objectives to a much more expansive public health remit exploring issues around vulnerability, exploitation, and safeguarding.

The VRU with the Metropolitan Police and boroughs, devised a single action plan template for London to ensure consistency and a range of actions that support a public health approach to violence reduction. This enables each Community Safety Partnership to tailor its violence reduction work to the local violence profile, needs of communities and local service best practice.

The VRU and Havering Council has reviewed the template in both 2020 and 2021 to ensure that the actions remain up-to-date and have a focus on violence, vulnerability and a public health multi-agency approach.

The plan contains 7 different themes each with a set of mandatory actions as well as a menu of optional actions, the majority of which Havering has adopted.

The 7 themes are as follows:

1. **Governance**- this provides an oversight of the leadership and governance of violence locally, detailing the senior leadership structure as well as collaboration between Community Safety Partnership, Safeguarding Children and Adults Boards and the Health and Wellbeing Board, to support a public health approach to reduce violence
2. **Analysis and Enforcement**- understanding of how analysis and local enforcement tactics are used to disrupt violence locally, including the Strategic Needs Assessment, monthly tasking meetings and using Information Sharing to Tackle Violence (ISTV) and wider public health data.
3. **Reducing Access to Weapons**- how partners are working jointly to minimise access including using Trading Standard initiatives and weapons sweeps
4. **Safeguarding and Educating Young people**- the most detailed section within the plan that contains actions that include focussing on reducing exclusions, support

for children in care and care leavers, working with parents and carers and ensuring schools are safe and inclusive spaces.

5. **Working with Communities and Neighbourhoods to Reduce Violence**- ensuring that local delivery works closely with communities to reduce violence including VCS.
6. **Supporting Victims of Violence and Vulnerability**- ensuring co-ordinated referral and support to victims and those who are vulnerable.
7. **Positive Diversion from Violence**- recognising that children and young people should be offered interventions which help them before or to move away from criminality

The full Havering Violence Reduction Unit Action Plan is included as Appendix 1.

IMPLICATIONS AND RISKS

Financial implications and risks:

There are no financial implications arising directly from this report which is for information only.

Legal implications and risks:

There are no apparent legal implications in noting the content of the Plan.

Human Resources implications and risks:

There are no specific Human Resource implications or risks arising directly from this report.

Equalities implications and risks:



This report relates to information requested by the committee rather than policy. There are no direct equalities implications or risks associated with this report.

The Public Sector Equality Duty (PSED) under section 149 of the Equality Act 2010 requires the Council, when exercising its functions, to have 'due regard' to:

- (i) The need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
- (ii) The need to advance equality of opportunity between persons who share protected characteristics and those who do not, and;
- (iii) Foster good relations between those who have protected characteristics and those who do not.

Note: 'Protected characteristics' are age, disability, gender reassignment, marriage and civil partnerships, pregnancy and maternity, race, religion or belief, sex/gender, and sexual orientation.

The Council is committed to all of the above in the provision, procurement and commissioning of its services, and the employment of its workforce. In addition, the Council is also committed to improving the quality of life and wellbeing for all Havering residents in respect of socio-economics and health determinants.

MAYOR OF LONDON				METROPOLITAN POLICE									
NAME OF BOROUGH - Community Safety Partnership Local Violence and Vulnerability Reduction Action Plan													
2021/22		Name		Organisation		Role		Key Local Strategic Documents that support violence reduction					
ACTION PLAN	Andrew Blake-Herbert		Local Authority		CSP Chair								
	Andrew Blake-Herbert		Local Authority		Chief Executive								
	Damien White		Local Authority		Local Authority Leader/Mayor								
	Paul Trevors		MPS		BCU Commander								
	Robert South		Local Authority		Director of Children's Services								
SENIOR	Mark Ansell		Local Authority		Director of Public Health								
	Barry Francis		Local Authority		Director of Neighbourhoods (covers Community Safety)								
	Paul McClenaghan		London Fire Brigade		Borough Commander London Fire Brigade								
	Steven Calder		Probation Service		Head of Service								
	Patrick Odling-Smee		Local Authority		Local Authority Housing Director								
LEADERSHIP	Viddy Persaud		Local Authority		Lead Member for Community Safety								
	Robert Benham		Local Authority		Lead Member for Children's Services								
	Laurence Piemonte		Victims Support		Local Senior Operations Manager								
	Shelly Hart		Safer Neighbourhood Board		Chair								
	Eve McGrath		Clinical Commissioning Group		Partnership lead								
Helen Harding		Early Help & Prevention		Head of Service									
Diane Egan		Local Authority		Community Safety and Intelligence Manager									
Ref													
Theme	Action No	Actions		Outcomes	Named CSP Lead	Lead organisation	Start date	End date	Supporting organisation(s)	Progress	Comment	Document Reference(s)	Risk
GOVERNANCE	1	Set out the local co-ordination arrangements between the Community Safety Partnership, Local Safeguarding Children Partnerships and Safeguarding Adults Boards and the Health and Wellbeing Board, to support a public health approach to reduce violence		There is a joined-up approach to tackling knife crime and serious violence across all partnerships.	Diane Egan	London Borough of Havering	01/09/2020	31/03/2021	Police Health Probation/CRC Fire		Completed.	HCSP, Safeguarding Childrens and Adults Board Minutes	
	2	CSP Meeting agendas to include Violence Performance, consideration of repeat knife carriers, community tensions and stop and search as standing items		Knife/ Gun and Serious Violence is a regular CSP Agenda Item	Diane Egan	London Borough of Havering	April 1st	Continuous	Police		This is a continuous piece of work, which is regularly discussed Havering Council Approved a Serious Group Violence and Knife Crime Strategy in April 2019, this includes a comprehensive action plan. Regular reports are received by the HCSP, Safeguarding Adolescents and Children's Boards and YOS COG. A monthly Serious Group Violence Meeting is held.	HCSP SGV and Knife Crime Strategy	
	3	Implement daily violence assessment meeting attended by police BCU, relevant Local Authority colleagues and Probation		There is a joined-up approach to tackling knife crime and serious violence across all partnerships.	Borough Commander	EA Police	01/07/2021	Continuous	Local Authority Probation		Partnership meetings to review incidents of serious violence across the BCU take place three times a week; the terms of reference place a focus on serious youth violence, and discussions are ongoing as to the best way to use this time.		
	4	Hold an annual Local Leadership event (Elected members, Statutory Officers, CVS and local Businesses) to look at 'wicked issues' to ensure multi-agency response, e.g. Building community trust in statutory services		There is a joined-up approach to tackling knife crime and serious violence across all partnerships.	Diane Egan	London Borough of Havering		Continius	Police Health Probation/CRC Fire VCS		Has been on hold due to COVID-19; last borough-specific event was November 2019; BCU event in February 2020.		
	5	Monthly Tactical Tasking Co-ordination Group (or local equivalent) to include Violence Intelligence Briefing, tasking of partnership services to target offenders and hotspot locations; maintain and or review Events Tracker to identify and manage events of risk, monitor and review community tensions and community feedback		Monthly Intelligence Meetings (MIM) take place There are further partnership meetings for Gangs & Group Violence	Borough Commander	EA Police		Continuous	London Borough of Havering		TTCG continues to be a useful resource for productive partnership between police and council on key issues on a monthly basis; there has been challenges with emerging issues/council-identified concerns which, when left unresolved, have developed into significant issues. Romford appears as a hotspot location for key crimes including violence and VAWG, but is not discussed in detail.		
Ref		Actions											
Theme	Action No	Actions		Outcomes	Named CSP Lead	Lead organisation	Start date	End date	Supporting organisation(s)	Progress	Comment	Document Reference(s)	Risk
	1	Analysis to support a public health approach to violence reduction - including a Strategic Needs Assessment to understand patterns of violence and vulnerability, key local drivers, contexts where harm is occurring and communities/localities of greatest need, as well as a gap analysis against existing evidence of effective practice to inform the local action plan. The Community Safety Strategic Assessment to include serious youth violence, knife and gun enabled crime (to be refreshed annually)		Community Safety Strategic Assessment Produced. (Assessment is completed annually and includes Serious Youth Violence, Knife and Gun Enabled Crime)	Diane Egan	London Borough of Havering		Continuous	All HCSP Members		Analyst access to MPS systems is still suspended across London, severely limiting our work, including the next Strategic Assessment.	Havering Annual Strategic Assessment 2020	
	2	Use ISTV and wider public health data, social media intelligence, local drugs markets and local rescue and response county lines analysis, plus any other relevant local authority data i.e. Children social care, sources to inform the strategic assessment analysis and partnership tactical delivery		Community Safety Strategic Assessment Produced.	Diane Egan	London Borough of Havering		Continuous	All HCSP Members		Ongoing as Standard, as part of the work of monthly multi-agency panels, quarterly updates to the HSCLP and the annual Strategic Assessment.	Mayor's Office for Policing and Crime London Borough Dashboards Official Crime Data British Transport Police CRC and Probation Assessments LAS data London Fire Brigade Data MET Data (CAD/DARIS, Call Data, ASB data, Cris etc.) Queens Hospital Data British retail Consortium, Business Crime Survey Crime Survey for England and Wales Met Police Public Att. Survey Havering IOM Data Havering SGV Panel data Proven Reoffending data Met Police Ward data Havering Council Data Tri-Borough Strategic Assessment 2020	
	3	Police tactical plan to be maintained to record, monitor and review key police tactical interventions and activity in support of the Violent Crime Task Force and local Violence Suppression Unit. •If using 4P's the different elements to read across into this partnership plan •MPS hotspot analysis to be shared with partners and subject of further analysis to support bespoke interventions •Problem Orientated Policing to be undertaken in key identified hotspots, collaborating with local authorities, housing providers, landowners, businesses and residents •Disruption of gangs to have SRO/LRO for each BCU and have partnership input and analysis as required		Police Tactical Plan is in place and up-to-date.	Borough Commander	EA Police	01/12/2021	Continuous	All HCSP Members		Police Action. The Violence Suppression Unit collaborate with council enforcement around days/nights of action, including operations in the town centre. Hotspot Analysis is shared through the TTCG, although the data is not shared for further analysis by council teams. The gangs unit attends the monthly SGV Panel for partnership input.		

ANALYSIS & ENFORCEMENT	4	Multi-Agency Panel response to those at risk of or involved in violence, as well as tracking and planning responses to locations of risk and harm, including Police, Community Safety, Adult's and Children's Services, YOT, Probation. Meeting minimum of monthly with TOR and menu of options to manage risk through enforcement, prevention and diversion activities. This could be a single meeting, or seperate meetings for those involved in violence and those flagged as at risk and high harm and who could benefit from preventative support.	Monthly multi agency panel established	Diane Egan	London Borough of Havering			Continuous	All HCSP Members		Monthly meetings are held, membership includes all those listed above. TOR and information sharing is in place and regularly reviewed. Childrens Services are currently reviewing the number and scope of their panels, to ensure efficiency and address potential gaps		
	5	Compile a gangs problem profile for the borough, taking appropriate account of county lines. To be reviewed in-depth every three years and refreshed every 12 months	Prolem Profile is in place and up to date	Borough Commander	EA Police	01/12/2021		Continuous	Local Authority Probation		Police Action. The Council has not had access to MPS systems to complete our own profile, but we have produced borough-wide mapping of groups, individuals and locations of concern, which has been shared and reviewed by the Gangs Unit.		
	6	Conduct analysis to understand the disproportionate impact of violence within local communities and groups	Disproportionality Analysis is completed	Borough Commander	EA Police	01/12/2021		Continous	All HCSP Members		Analysis around disproportionality is considered by several teams in the council: - the Youth Justice Service have been reviewing disproportionality in their service - The Community Cohesion team consider disproportionality as part of their work across the borough. This will also form part of the upcoming Strategic Assessment, provided we are able to access the relevant police data to complete this piece of work.		
	7	Analysis of the needs and risks of young women involved in violence to be able to develop appropriate interventions for young women	Effective interventions are in place	Diane Egan	London Borough of Havering	01/09/2020	31/03/2022	Police Health VCS		A bid has been completed to the Safer Streets Fund, to provide interventions around Romford Town Centre, which has the highest levels of VAWG in the capital by ward. The proposals are designed to build on an existing network of partnerships (BID, Safe & Sound) through additional frontline activity, enhanced training, education, communications and infrastructure. These will run alongside current schemes, with a view to curb VAWG offences and reassure the public. We are due to hear the results of this bid in November 2021. A new Safer Streets platform is also launching for Havering in October 2021; an interactive map allowing the public to comment and highlight locations they feel unsafe. This intelligence will inform our work around public safety, particularly in how we task patrols and redesign our CCTV offer.			
	8	Local Authority enforcement through use of all enforcement assets to target locations and offenders, for example CCTV, Enforcement Officers, Parking Enforcement, removal of abandoned vehicles	Effective enforcement activity	Diane Egan	London Borough of Havering	01/04/2019	31/03/2020	London Borough of Havering		The Council is currently reviewing its enforcement service and policy to ensure effective use of all available enforcement powers. The Council has agreed to fund S92 Officers for the next 3 years, Police regularly liaise with council enforcement officers through task and finish groups, case conferences and monthly MIM and local authority tasking and finishing group to tackle Serious Youth Violence and Knife Crime.			
	9	Licensing - If a specific venue is identified as being associated with an incident(s) of violence, and it is Licensed (For example a Pub, Nightclub, Betting Shop, etc), seek to contact & utilise the expertise of Local Council & Police Licensing Teams in order to mitigate this risk. These teams can offer a range of partnership & enforcement options in order to improve safety at the venue and reduce said violence. (Potential Enforcement Options include – Review of Licence, Emergency Closure Powers and prosecutions under the Licensing or Gambling Act).	Effective enforcement activity	Borough Commander	EA Police	01/12/2021		Continuous	Local Authority		This is actioned as and when specific venues are identified; there are currently several venues being considered under licencing in Romford Town Centre, for their contributions to increasing local offending and violence.		
	10	Training for front line staff, including partner agencies, on information sharing specific to violence and vulnerabilities so they are confident of what data can be shared and how. Where appropriate drawing on the ICO gangs checklist https://ico.org.uk/for-organisations/in-your-sector/police-justice/processing-gangs-information-a-checklist-for-police-forces/	Information is shared safely and effectively	Diane Egan	London Borough of Havering	01/09/2020	31/03/2021	All HCSP Members		Key staff attended a datasharing workshop led by ICO on information sharing specific to violence in Spring 2021.			
Ref		Actions											Risk
Theme	Action No	Actions	Outcomes	Named CSP Lead	Lead organisation	Start date	End date	Supporting organisation(s)	Progress	Comment	Document Reference(s)	RAG status	
REDUCING ACCESS TO WEAPONS	1	Develop an agreed joint programme of actions to remove weapons and provide reassurance including Trading Standards initiatives (e.g. knife or corrosive substance test purchases)	Knife Amnesties Community Weapon Sweeps Knife Bins Test Purchase Operations Responsible retailer agreements	Borough Commander	EA Police		Continuous	London Borough of Havering		Regular Community Weapon Sweeps are held and results are publicised through social media and council E-news letters There is a knife bin outside Romford Police Station, this is regularly promoted. Joint operations between Met Police, Police Cadets and trading standards in relation to test purchasing. Following a review of enforcement services, council staff will be trained to conduct weapon sweeps.			
	2	Target Hardening of retailers to prevent shoplifting	Reduced Crime in Town Centres	Diane Egan	London Borough of Havering	01/04/2019	31/03/2020	Police Local Businesses BIDs		Local business crime reduction partnerships are in place to manage day and night time economies, these are well attended by all partners and effective.			
	3	Physical improvements of localities to design out opportunities to store weapons	Reduced Crime in Town Centres	Diane Egan	London Borough of Havering		Continuous	Police BIDs		Actioned as and when we have intelligence about hotspots for weapon storage.			
Ref		Actions											Risk
Theme	Action No	Actions	Outcomes	Named CSP Lead	Lead organisation	Start date	End date	Supporting organisation(s)	Progress	Comment	Document Reference(s)	RAG status	
	1	Work to ensure education settings are safe inclusive places to learn, that build young people's resilience and have a trauma informed approach, and Children and young people have safe spaces/routes for them to speak to teachers around any concerns related to violence and vulnerbilites.	Young people are safe in Schools	Robert South	London Borough of Havering		Continuous	Ea Police You and me counselling Street Dr's Ben Kinsella Trust St. Giles Trust Safer Neighbourhood Board		Serious Youth Violence and Knife Crime is presented at the head teachers meeting. All Secondary Schools have knife wands A range of organisations are currently offering schools advice and workshops/ assembly's to raise awareness around the dangers of knife crime. Supporting organisations are listed on the left. All Secondary Schools have a named safer schools officer. Junior Citizen Scheme takes place annually to year 6 transition students (June/July)			
	2	Schools to include youth violence within their safeguarding plans as per Safeguarding children and young people in education from knife crime (2019) Ofsted guidance	Young people are safeguarded	Robert South	London Borough of Havering	01/04/2019	31/03/2020	Schools Police		Completed; Schools are aware of their responsibility and advice and support is available to schools completing their safeguarding plan.			
	3	Demonstrable partnership work to minimise school exclusions (and managed moves in place of exclusions), create inclusive settings and support young people back into education, employment and training, with schools and academies exclusions policy reflecting the practice set out in DfE statutory guidance	Exclusions are reduced	Robert South	London Borough of Havering	01/04/2019	31/03/2020	Schools Police		In 2020/2021 there were zero permanent exclusions in Havering.			

4	Monitor exclusions data, including any patterns around high rate of disproportionality, through local education arrangements and local authority, alongside partners, with clear processes and evidence of challenge where data or practice indicate exclusions do not align with statutory guidance.	Exclusions are reduced	Robert South	London Borough of Havering		Continuous	Schools		Data to be monitored through the Safeguarding Adolescents Board. In 2020/2021 there were zero permanent exclusions in Havering.		
5	Due care and attention to corporate parenting principles, and ensure support to children in care and care leavers, through diversion and preventative work that is bespoke to the risk of them becoming involved in serious violence	Young people are safeguarded	Robert South	London Borough of Havering	01/03/2019	31/03/2020			A dedicated resource, the Cocoon has been established as a dedicated support hub for children in care and care leavers in Romford. The centre provides a safe drop-in space for children and young people living in care or leaving care, where they can meet with key workers and progress with personal development. The Cocoon will enable young people to develop key life skills, get access to training, receive additional education support, learn how to cook and get help with housing and health. It will provide new opportunities for children and young people as they move towards independent living. Workshop sessions have been delivered by Street Doctors at the venue. Staff are also trained in Gangs awareness.		
6	Work with parents and carers, especially those deemed to be vulnerable, to effectively engage young people in diversionary activities and education and prevent harm, using a culturally competent trauma informed approach.	Parents are supported to safeguard young people	Robert South	London Borough of Havering		Continuous	Schools Police VCS		Ongoing as Standard; trauma-informed support for parents is available through statutory services, the council mentoring service, and several successful offers from partners including the police gangs parenting training, the Mind Parents Network and Champions Parents Network.		
7	Universal and targeted evidence-based programmes delivered across schools, including as part of PSHE offer (new SRE curriculum from September 2020), based on local safeguarding issues and trends, with mechanisms in place for partners within borough and across London to support schools to assess quality and impact,	Young people are safeguarded	Robert South	London Borough of Havering		Continuous	Schools		Ongoing as Standard		
8	Named Safer Schools Officer available to every school in the borough and actively engaged by schools within day to day safeguarding activity.	Young people are safe.	Lisa Rao	EA Police			London Borough of Havering Schools		Ongoing as Standard		
9	Intelligence sharing and tension monitoring between education establishments and local authority through safer schools officers	Young people are safeguarded	Robert South	London Borough of Havering		Continuous	Schools Police		Ongoing as standard.		
10	Promote the London Needs You Alive Campaign within local prevention awareness campaigns	Young people are safe	Diane Egan	London Borough of Havering			Schools		Complete		
11	Promotion of membership of youth organisations e.g. Police Cadet Scheme, London Fire Brigade Cadet Scheme, Scouts local voluntary sector organisations	Diversionary Activities available for young people across the Borough	Robert South	London Borough of Havering	01/03/2019	31/03/2020	Police LFB Community Groups		Police Cadets are active within the borough and are actively promoted. The LFB Cadet Scheme is active and are actively promoted. There are a range of uniformed groups across the borough, the council promotes these groups through local youth services and also on the Havering Website through the Havering Directory.		
12	Adoption of a restorative justice approach	Restorative Justice Approach is available	Robert South	London Borough of Havering	01/03/2019	31/03/2020	Police		The Youth Justice Service has 3 key aims for Restorative Justice: 1. Enabling Victims to have the choice to engage in a Restorative Process 2. Addressing youth offending behaviour through a Restorative Process and Victim Awareness 3. Implementing Reparation activities for young people that can be direct or		
13	Support work to promote healthy relationships to help address gender based violence in schools	Young people are safe	Robert South	London Borough of Havering	01/09/2020	31/03/2021	Schools VCS		Safer Schools Officers in every secondary school deliver presentations around key topics, including consent. Progress coaches in colleges deliver tutorials on subjects like this. They are		
14	Equalities impact of programmes implemented are assessed and considered to ensure diverse needs of young people, families and communities are responded to contextually, with potential negative impact fully understood.	Diversionary Activities available for young people across the Borough	Robert South	London Borough of Havering		Continuous	VCS		Ongoing as standard.		
15	Structural issues which contribute to disproportionalities within violence, service access and school exclusions are understood by the partnership, and clear action to address are outlined within key strategic departments and multi-agency plans, as well as public sector equality planning.	All young people are safeguarded; diversionary activities are available for all young people across the borough	Robert South	London Borough of Havering	01/09/2020	31/03/2020	Police Schools		Work has been ongoing around reviewing disproportionality in the Youth Justice Service. We have completed both parts of the research – partner audits of their work with the 9 children along with in-depth interviews with those children and their parent/carers who wished to be spoken with. We are compiling these documents into two reports. A detailed one which will identify the subjects for a practice improvement workshop for the YJS and the working group where we will put more detail into the Disproportionality Action plan and the YJS improvement plan. We are also going to share the higher level report to the YJS management board, adolescent safeguarding strategy group, safeguarding and community safety partnerships. We are also taking opportunities to disseminate the rational and findings of both reports and have been successful in a funding bid to run two groups; both co-created and delivered, one for parent/carers and one for children at risk of custody. These will work alongside the Ether Programme which is a leadership and mentoring programme for Black boys at risk of SYV, exploitation and custody. This will also link closely with the mentoring that Sparks 2 Life deliver.		
16	A clear partnership response to identifying, assessing and responding to extra-familial harm is documented within a safeguarding partnership strategy; tools to effectively deliver the strategy are available to practitioners and professionals as recommended by Ofsted.	Young people are safe	Robert South	London Borough of Havering	01/12/2021	Continuous	Police Schools		The Adolescent Safeguarding Strategy Board is now in place and meets quarterly. There is a partnership Action Plan that is reviewed at each meeting and updated accordingly. We have also just completed the development of a new Contextual Safeguarding Risks and Vulnerability Indicators Tool that we are finalising and then we be embedded in LCS/EHM for internal purposes and then a digital version on our webpage for external partners. Once it is working and checked – we will roll out with some training. The aim of the new tool is to replace out of date risk tools, and create a standardised tool that helps professionals identify exploitation risks, with clear pathways for support. We will update partnerships regularly with progress and go-live information.		
17	Demonstrable consideration by safeguarding and the community safety partnership of parental engagement approach; active strategies for engagement, including socio-education offer, across key partners, especially within schools, PRUs and colleges.	Young people are safe	Robert South	London Borough of Havering	01/12/2021	Continuous	Police Schools		Parental engagement forms part of the Attendance, Admissions and Inclusions Offer for young people on the verge of exclusion, and the social care offer for young people.	+	

Page 8

	18	Recognising the key role of parents and carers, and the extensive evidence on benefits of parental support and education, clear socio-education offer on local risks and themes relating to youth violence (in particular, grooming, exploitation and healthy relationships) as part of an effective prevention offer for young people	Young people are safe	Robert South	London Borough of Havering	01/12/2021	Continuous	Police Schools		<p>The gangs engagement team have continued to offer partnering support workshops and training; these have been heavily oversubscribed and well-received by parents and partners. Havering Mind and LifeLine Projects (funded by the VRU) also offer parents support networks, focusing on mental health and SYV/exploitation respectively.</p> <p>All secondary schools within Havering have a Safer Schools Partnership (SSP) including Olive, BEP, KORU; the team have recently offered SSP's to the SEN and private schools within Havering. Officers are regularly engaging with YP and delivering presentations and workshops on various topics however our focus is on Knife crime, County lines, YPSI & consent.</p> <p>The schools team creates termly newsletters for parents which is sent via the schools to distribute via parent mail. They will also attend parents evenings if invited by the schools to deliver presentations on the key areas mentioned above to parents. They are currently working on expanding this offer to create some online presentations that can be sent out to parents.</p> <p>At colleges, Progress coaches work closely with parent/guardians throughout the academic year and have a cooperative approach to safeguarding, attendance and early signs/symptoms. These are then cascaded up to the safeguarding team if any meet the threshold.</p> <p>Tutorials cover the themes mentioned including risks, prevention, signposting to help. Pastoral staff also signpost to support groups internally and externally and other partnership agencies committed to assisting young people at risk of CCE, County lines, CSE</p>		
	19	Supporting the transition from Primary to Secondary School, through programmes that introduce year 6 pupils to their new school and provide mentoring and pastoral support (e.g. Stepping Stones)	Young people are safe	Robert South	London Borough of Havering	01/12/2021	Continuous	Police Schools		Junior Citizen is delivered annually; this year it was delivered to 14 primary schools in the borough, with approximately 1000+ year 6 students participating. Workshops were delivered by police, community safety, lifeguards, substance misuse, council enforcement and environment teams covering a range of topics.		
	20	Support key transition stages in a young person life that can increase their vulnerability (changing schools, returning to education from young offenders institution; leaving care)	Young people are safe	Robert South	London Borough of Havering	01/12/2021	Continuous	Police Schools		Transitions between schools is covered within the AAPI offer. AAI's Support Programmes and Alternative Provisions are developed in consultation with Havering Primary and Secondary Schools to ensure they meet the needs of Havering's students and reduces exclusions and safeguards all.		
	21	Local safeguarding partnerships coordinate efforts to ensure local Early Help processes and referral pathways, and everyone's role within them, are clear and easily accessible to parents/carers, schools, PRUs and college staff.	Young people are safe	Robert South	London Borough of Havering	01/12/2021	Continuous	Police Schools		<p>Partners and families are able to refer to the Early Help Service though a number of different routes:</p> <ul style="list-style-type: none">• For Early Help Family Practitioner and the Universal Plus service referrals are received via a Multi-Agency Referral Form (MARF) that is usually submitted through partner agencies such as schools, PRU's, Police, Health etc but parents can also self refer by contacting MASH or completing the online MARF• For parenting services parents can self refer or a referral form can be submitted through partner agencies, with consent, on the families behalf through the dedicated parenting mailbox/phone line• For the 0-5 children's centre Universal Offer parents can access independently or for more targeted support, such as speech and language courses, workshops, a referral form can be completed independently or through partner agencies with consent. <p>Partners are made aware of these services through a number of different routes:</p> <ul style="list-style-type: none">• Relevant multi-agency partnership boards, such as the Havering Children's Safeguarding Board, Early Help Partnership Board, Early Help Operational Forum and the Community Advisory Group• Through relevant education partnership groups such as the BAP (Behaviour, attendance, pastoral group), school cluster group meetings and the PVI forum• Through multi-agency disciplinary meetings, Early Help TAF's, attendance at CIN/CP and LAC reviews• Attendance at partner agency forums such as MARAC, SGV, Missing Panel, Out of Court Disposal Panel, VAWG, MACE etc• Information sharing events, such as the MASH, Early Intervention and Edge of Care events for partner agencies, which are held 3 times a year to ensure the updated offer is shared with partners. Invites are open to all multi-agency professionals and circulated via a number of different routes, such as the heads education portal, global emails, word of mouth etc• Information sharing events for parents, carers and families to share the Early Help Offer and how to access services, promoted through, email, partner		
	22	Adoption/promotion of initiatives (such as a school watch) to promote safe journeys to/from school for children and young people.	Young people are safe	Robert South	London Borough of Havering	01/12/2021	Continuous	Police Schools		Safer Schools Officers are deployed to hotspots areas after school, to ensure safe journeys; this is largely focused on Romford Town Centre as a key transport hub and area young people look to socialise after school. Many schools have been reluctant to sign up to a school watch, due to the fact there are some areas of it they do not feel comfortable with (eg students		
	23	Bespoke support for students in PRU's/AP, including mentoring and transition back into mainstream education or on to further education, training, employment (e.g VRU PRU mentoring scheme)	Young people are safe	Robert South	London Borough of Havering	01/12/2021	Continuous	Police Schools		There is a comprehensive Admissions, Attendance & Inclusions (AAI) Offer for pupils who are at risk and those who are vulnerable. The AAI work is in alignment with all government legislation and is compliant with the Statutory Duties of the Local Education Authority		
	24	Work to ensure locations such as parks, shopping centres, fast food outlets etc are safe places for children and young people.	Young people are safe	Robert South	London Borough of Havering	01/12/2021	Continuous	Police Schools		<p>Our detached outreach team continue to focus on parks, shopping centres and fast food outlets that have been identified as locations of concern through local intelligence; we also successfully applied to the Serious Incident fund to increase detached outreach provision around one specific park, following an uptick in SYV activity.</p> <p>Discussions are ongoing for a new dedicated youth space in Romford Town Centre.</p> <p>The current refresh of CCTV systems and stock includes a review of camera locations; this will include locations of concern for young people's safety, as identified through local intelligence and in direct consultation with young people through our panels and the Safer Streets Map.</p>		
Ref		Actions										Risk
Theme	Action No	Actions	Outcomes	Named CSP Lead	Lead organisation	Start date	End date	Supporting organisation(s)	Progress	Comment	Document Reference(s)	RAG status

WORKING WITH COMMUNITIES AND NEIGHBOURHOODS TO REDUCE VIOLENCE	1	CSP to work with communities to reduce violence, including young people and the VCS, with appropriate programmes of community involvement, capacity building and regular engagement	Residents feel informed and are able to signpost for help and advice	Diane Egan	London Borough of Havering	01/04/2019	31/03/2020	SNB Voluntary Sector Police		The council approved a community cohesion strategy in 2018/19, regular community engagement forums are chaired by the lead member for community safety, topics discussed include knife crime and gangs. All council member briefings have been held to raise awareness of gang activity and county lines. Further community briefings are being held in community venues with the support of trident. A number of fledgling community groups are emerging following recent murders in the borough and we are working with them to support their development. Meetings are being held with faith groups across the borough.		
	2	Community Tensions Monitoring - Community Impact Assessment by MPS to be shared with and informed by CSP partners so it is based on multi-agency data	Community Tensions are Monitored and addressed	Borough Commander	EA Police	01/04/2019	31/03/2020	HCSP SNB		Police liaise with council and wider HCSP partners to monitor community tensions, A joint council and police communications forum has been established to maximise opportunities for engagement with the public. IAG is effective and reports to SNB at every meeting.		
	3	Facilitate community involvement in Stop & Search - including the monitoring of S60 by community representatives. This action should set out what the local arrangements are.	Stop and Search monitoring group established	Borough Commander	EA Police	01/04/2019	31/03/2020	HCSP SNB		Stop and search monitoring group has been established, Chair reports to the SNB as a standing agenda item, work has taken place between police and youth parliament to raise awareness of stop and search.		
	4	Map key communities and leaders, review six monthly	Mapping is up to date and comprehensive across the borough	Diane Egan	London Borough of Havering		Continuous			Ongoing as part of Community Cohesion. We are awaiting the first tranche of Census data in early 2022 to inform our understanding of demographic changes in the borough.		
	5	Implement hyper-local neighbourhood initiatives to support community cohesion in areas at high risk of violence. Co-produce with the community, projects within the neighbourhood designed to improve communication with and trust in statutory services, support for young people through mentoring, training and positive activities, enhance the physical layout and take opportunities to design out crime	Havering is a cohesive borough, with opportunities available for all	Diane Egan	London Borough of Havering	01/09/2020	31/03/2021	VCS		Funding has been available through the Fore's Havering Funding Round in partnership with Havering Compact. This offers grants of up to £15,000 to small local projects. Local Area Coordinators are in place for specific postcodes based on local deprivation.		
	6	Promote Fearless as a crime information source and option for providing information about violence anonymously https://www.fearless.org/en	Fearless is promoted in the borough	Diane Egan	London Borough of Havering	01/09/2020	31/03/2021	Police		Completed		
	7	With partners initiate a parents network that communicates on a regular basis to disseminate information about problems/ issues in the borough, to consult with them about contemporary parenting challenges and possible solutions and to ensure no-one feels alone in confronting these challenges.	Parents are supported to safeguard young people	Diane Egan	London Borough of Havering	01/09/2020	31/03/2021	All HCSP Members		Update pending from Public Health, who have previously completed work in this area; COVID-19 response has taken precedence.		
	8	Develop a communications plan which engages communities in the programme, and supports a reduction in fear of crime through providing honest and positive messages about achievements and reduces risk of stigma and discrimination.	Communications Plan is in place and up to date.	Diane Egan	London Borough of Havering	01/12/2021	Continuous	Police		Monthly meetings are held with Communications Team. We plan to develop a refreshed comms plan for the year, based on the new Community Safety Plan. Issue/event-specific plans are developed around key areas of work, these are in place for the next quarter, including Autumn Nights, the VAWG Virtual Conference, the 12 Days of Christmas. Additional work is needed around violence and the local offer for young people. Work is taking place with the Safer Neighbourhood Board to restart physical community engagement post-COVID, increasing contact with residents face to face through events, public meetings and door to door.		
	9	Involve young people within local violence prevention work, through both established forums such as youth councils/parliaments, youth Independent Advisoy Groups and informal grassroots pathways including through social media platforms.	Young people are actively engaged in decision making.	Robert South	London Borough of Havering	01/12/2021	Continuous			We have several forums that feed into local violence prevention work, including a well-established youth parliament, and a new yoith advisory panel for the Integrated Adolescent Safeguarding Grou. As part of the IASS, young people sit on interview panels for new frontline staff. We are launching a mapping project around personal safety across the borough; as part of these, we will be engaging young people specifically and will be able to review where they do/don't feel safe in Havering, to target activity.		
	10	Work with communities and other partners in hyper local areas to develop capacity building to support incident response in the community, through robust partnership approach, and to increase trust and collaboration between local communities, stakeholders, key local institutions, and statutory partners. (e.g VRU My Ends, VRU Capacity building programme)	Communities are strengthened.	Robert South	London Borough of Havering	01/12/2021	Continuous	All HCSP Members		We have submitted a bid to the VRU Capacity Building Fund, to focus on the Harold Hill area: The project incorporates the following local area based activities and programming: • Provision of enhanced detached youth work offer in local parks and spaces increasing young people's participation in diversionary activities in local spaces, and especially in the local Myplace. These sessions allow youth practitioners to build a foundation of trust with young people to give the relational licence and capacity to be able to respond to incidents of high tension as and when they arise. • Door-to-door outreach and engagement with residents to establish a reassuring presence and raise awareness of the project, and build collective responsibility, especially during the 'lost hours' between 3:00pm and 7:00pm • Hosting community workshops to bring young and old together with supporting agencies and professionals to develop a shared understanding of local tensions, risk factors and mitigation, a collaborative vision and proactive response, including trauma-informed training for residents • Recruiting and training adult residents to become community champions though understanding trauma and contextual safeguarding courses, helping to forge cross-generational understanding of issues, improved relationships and sense of safety; • Support to local education providers through training and targeted group work; • Training young people and Parent Champions to support the delivery of the above sessions and embed learning within communities post-funding; • Establishing a Rapid Response Plan with the Harold Hill Community Response Group, to ensure local residents and staff are trained and ready to provide victim support, witness support and community liaison for police and investigations (including tech tools/apps to coordinate and spread key messaging)		
	11	Develop a local partnership response to serious violence critical incidents, making use of the VRU CSP Serious Incident Toolkit where appropriate. Consider applying to the VRU critical incident fund, for a small one off funding grant to directly support communities in the aftermath of a serious incident of violence.	Havering is prepared for serious incidents and action is taken swiftly when they occur.	Diane Egan	London Borough of Havering			All HCSP Members		We successfully applied for the Critical Incident Fund to support detached outreach for hotspot areas for violence over the summer; we are awaiting the results of this piece of work. We are currently reviewing the Serious Incident Toolkit to incorporate it into our emergency planning.		
Ref		Actions										Risk
Theme	Action No	Actions	Outcomes	Named CSP Lead	Lead organisation	Start date	End date	Supporting organisation(s)	Progress	Comment	Document Reference(s)	RAG status

<div>SUPPORTING VICTIMS OF VIOLENCE AND VULNERABILITY</div> <div>Ensuring co-ordinated referral and support to victims and those who are vulnerable</div>	1	To have a multi-agency assessment and referral process through a Multi-Agency Safeguarding Hub or similar, with full partner sign-off of terms of reference and operating model.Local Safeguarding partners to ensure robust and relevant social care oversight for young people at risk of harm.	Young people are safeguarding	Robert South	London Borough of Havering	01/09/2020	31/03/2020	Police		All-Age MASH is in place as standard.		
	2	All young victims of violence and those vulnerable to exploitation, are referred to appropriate packages of support across both statutory and voluntary provision. This could include to the London Victim and Witnesses Service which supports victims and witnesses of crime in London to cope and recover from their experiences.	Victims of knife crime are safeguarded	Robert South	London Borough of Havering	01/04/2019	31/03/2020	Police		A dedicated victims worker is in place at the YOS and is jointly funded by MOPAC and the Council. Victims identified are referred and triaged by the MASH process Gang Awareness training is provided via the LSCB to ensure staff are aware of referral routes. Where there are further concerns around the victim being gang affected Spark2Life mentoring is available in borough.		
	3	Young victims of violence to have a trauma informed needs assessment, with referral to the Your Choice CBT programme or CAHMS where the assessment determines that to be appropriate	Victims of knife crime are safeguarded	Robert South	London Borough of Havering	01/04/2019	31/03/2020	Police NELFT		CAHMS worker is based in the YOS There is also a NELFT representative in the MASH		
	4	Provide front line staff within partner agencies with trauma and attachment training,in order to support practitioners working with young people to understand the 'Trauma Informed Approach'. This approach informs staff of how trauma in early life may affect current behaviour.	Young people are supported and safeguarded	Robert South	London Borough of Havering	01/12/2021	Continuous			The Integrated Adolescent Safeguarding Service (IASS) offer training and 1:1 case consultations to professionals, to support them to understand the trauma-informed approach. Mentors on the council mentoring service recently recieved trauma-informed training as part of their CPD..		
	5	Ensure there is a robust mechanism to identify and manage any risk when young people move to different areas by including effective handover between agencies.	Young people are supported and safeguarded	Robert South	London Borough of Havering	01/12/2021	Continuous			Exporting young people: where an individual is open to social care or YJS, the case worker will inform the new area that the young person is being moved there, and pass on any iinformation requested. Where young people are coming into borough, the information shared and handover varies significantly depending on the location; this has previously been identified as a blockage through MACE.		
	6	London Trauma and A&E centres to provide safeguarding information to local partnerships through an agreed referral mechanism and hence maximise opportunities for "teachable moments" and rapid service referral/support	Early Identification of Victims	Robert South	London Borough of Havering	01/04/2019	31/03/2022	BHRUT Redthread		Initial discussions have taken place with Rethread and BHRUT to look at funding youth workers in A&E at Queens Hospital, we await feedback and costing from Rethread. Currently reviewing opportunities for external funding.		
Ref		Actions										Risk
Theme	Action No	Actions	Outcomes	Named CSP Lead	Lead organisation	Start date	End date	Supporting organisation(s)	Progress	Comment	Document Reference(s)	RAG status
<div>POSITIVE DIVERSION FROM VIOLENCE</div> <div>Recognising that children and young people should be offered interventions which help them move away from criminality</div>	1	Pre-court and post conviction violent crime offenders to be provided with bespoke community sentence interventions	Offenders supported, reduction in Habitual Knife Carriers	Robert South	London Borough of Havering	01/04/2019	31/03/2020	NPS CRC Police Spark2Life		For those under 18 we have the Spark2Life resource, for those over 18 we have the IOM Scheme, The Pan London LGE Service, MAPPA (Dependant on the holistic needs of the offender). Activities available include: Individual and Group Mentoring, Substance Misuse interventions, arts and sports programmes, Positive and negative conditions on CBOs and KCPOs, Sensible rehousing options for exit, community payback.		
	2	Develop a local schedule of intervention options taking account of available services, including these in the VRU Diversion Directory. Include referral to the Your Choice CBT programme, where that is an appropriate option	Range of options available for offenders	Diane Egan	London Borough of Havering	01/04/2019	31/03/2021	NPS CRC Police		Currently the borough work with a range of organisations which includes LGE, Rescue and response, Spark2life, You and Me Counselling, Advance Minerva as well as CSP Statutory agencies. New providers include: West Ham Foundation - supporting young people out of crime through sport and education Prospects - diversionary programmes for young people in alternative education LifeLine - 1:1 mentoring, workshops and leadership programmes in secondary schools - SWITCH Lives, SWITCH Minds, VIP Future - Youth Zone offering positive activities including sports, music, arts, currently based in B&D with consideration to expand into Havering and Redbridge BoxUp Crime - positive activities and alternative education through sport. B&D and Redbridge, with consideration to Havering but need to further explore concerns around safety Studio 3 Arts - theatre and creative arts programmes for all young people. Recently delivered at tri-borough conference Fairtykes - creative arts centre offering a range of open-access activities for young people. Spark 2 Life - Mentoring, Community Payback and workshops delivered through schools and the Youth Offending Service. Commissioned by Council (YOS, Community Safety and Education) Spark 2 Life, LifeLine and You and Me Counselling are all delivering work in the borough with the support of Young Londoners Fund. Youth Endowment Fund are also supporting local activity through LifeLine's SW!TCH Lives programme. The Council is offering support to local individuals keen to address knife crime, providing capacity building advice and support to set up charities/ CICs - Champion's Charity, Take a Knife Save A Life, Jodie Chesney Foundation. New programmes available in the borough:		
	3	Use the MPS DIVERT programme to support referrals from police custody to local providers to support education, employment, training (will be rolled out to all BCUS in 2021).	Offenders are supported to engage with EET	Borough Commander	EA Police	01/12/2021	Continuous			Police Action		
	4	Use the new London IOM framework, which focuses partner agencies on persistent, violent offenders who pose at least a medium risk of violent reoffending as the core/fixed IOM cohort, to proactively manage local, priority offender and make best use of shared IOM resources and share information.	The new framework is implemented	Diane Egan	London Borough of Havering	01/09/2021	Continuous	Police Probation		The Havering IOM has a very proactive multi agency team which is supported by a wide verity of stakeholders. Recent pan London referral criteria changes will enable more violent offenders are considered for the scheme. Anyone with a Violence Score (OVP) of +30% and a reoffending score (OGRS) of +75% will be considered for the scheme. There is flexibility to take on persistent offenders outside of the stated criteria if a solid evidence based argument can be made. The changes should enable more youth-adult transition cases linked to serious youth violence. Going forward the council and partners should consider letting 18-25s' on the IOM to have access to their existing mentoring services or build this into commissioning contracts of new mentoring services. Whilst information sharing is good, the introduction of the ECINS pilot should improve this further, allowing stakeholders to exchange information on one platform. Training is taking place in October, with a rollout starting in November.		
	5	Partnership support for Police applications for post-conviction Criminal Behaviour Orders (CBO's) for repeat knife offedners, in order to create better levers for change, by including positive requirements in sentences and orders to support the opportunity for change.	CBOs are utilised to deter and engage offenders	Diane Egan	London Borough of Havering	01/12/2021	Continuous	Police Probation		Positive requirements are implemented well for IOM nominals, as are CBOs. In other areas we do not see CBOs used as consistently (gangs, YJS); this is likely due to court delays as well as lack of resources to complete them. Council teams can provide evidence but are not trained to write CBO applications.		

	6	Co-ordination between Probation and other partners to ensure robust pre-release plans, in order to provide support for a positive transition from secured estate back into the community.	There is a robust and joined-up approach to offender rehabilitation	Steven Calder	Probation	01/12/2021	Continuous	Police Local Authority		Planning meetings with housing take place 6 months prior to release, around homeless prevention. Prison visits from probation officers and social workers, beginning 6 months prior to release. closer work between DWP, probation and prisons is taking place around access to Universal Credit, employment, training post-release • The probation service unified in June 2021 bringing together the CRC and NPS into one organisation		
	7	Probation Service bespoke license conditions for violent offenders should include opportunities for training, employment, education and housing and to complete interventions within the new probation model specifically related to reducing the risk of violence, weapon offending and improved personal well-being.	There is a robust and joined-up approach to offender rehabilitation	Steven Calder	Probation	01/12/2021	Continuous	Police Local Authority		Knife crime tagging ended. However, GPS tagging can still be used with relevant violent offenders Probation service uses the EPF2 tool to identify and imposed appropriate licence conditions on those leaving custody		

This page is intentionally left blank



Havering

LONDON BOROUGH

VRU Knife Crime Action Plan

(VRU = Violence Reduction Unit - put together by City Hall)

Chris Stannett

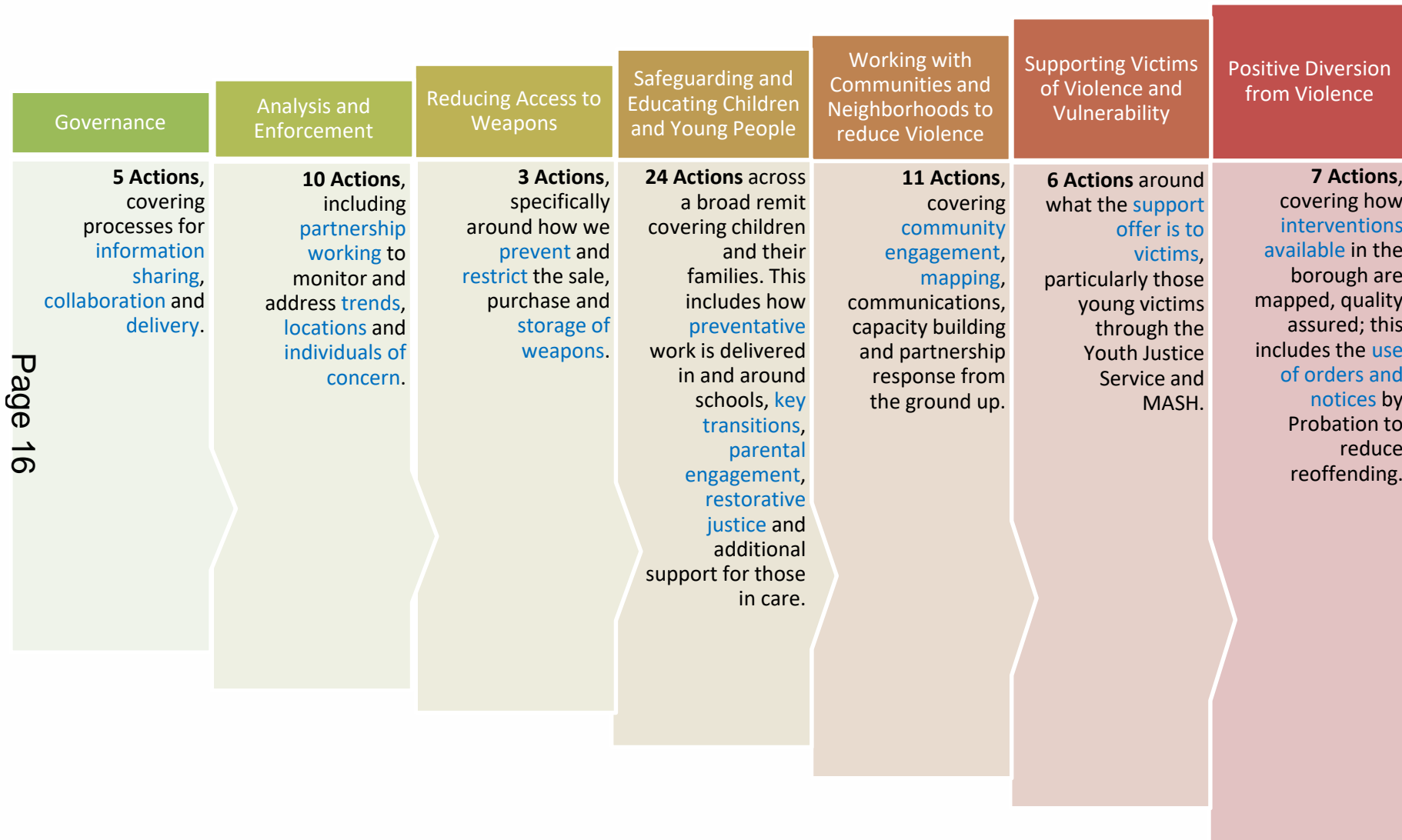
Community Safety

IOM & Serious Group Violence Lead

Every London Borough completes an Action Plan on how it was going to address knife crime in its own Borough.

The VRU will review every plan and feed back, with follow-up visits and further suggested improvements where needed.

Annually, a new template is released with new actions; this includes a number of 'Optional Actions' for suggested areas of development.



“The plan demonstrates in detail a **very strong sense of partnership leadership, innovative practice and **investment in joint work** to reduce violence. There is also a commendable **willingness to challenge existing good practice** to drive further improvement.”**

Highlighted good practice:

- Good analysis of the violence profile of the borough, including robbery and the town Centre.
- Tri-borough collaboration and analysis.
- Effective use of Business Improvement Districts
- Comprehensive community cohesion strategy
- Effective Youth Council
- All age criteria for MASH.
- Equalities impact of programmes implemented are assessed and considered to ensure diverse needs of young people, families and communities are responded to contextually, with potential negative impact fully understood.

Governance	Analysis and Enforcement	Reducing Access to Weapons	Safeguarding and Educating Children and Young People	Working with Communities and Neighborhoods to reduce Violence	Supporting Victims of Violence and Vulnerability	Positive Diversion from Violence
<p>All criteria covered. Comprehensive set of actions and progress.</p>	<p>Comprehensive set of actions which are concise and up to date. Panel is aware of Havering having a well-respected analytical capability.</p>	<p>Actions well set out around knife amnesty/ sweeps and test purchase. Concise but informative updates. Good use of BCRPs* to reduce crime in Town Centre</p> <p>*Business Crime Reduction Panel</p>	<p>Comprehensive range of actions detailing schools lead as well as Police and Community Safety. Noted our investment in Adolescent Safeguarding and interested in the innovation of the cocoon ..</p>	<p>Good set of actions and updates. Noted the Community Cohesion Strategy, range of community briefings, community tensions are monitored, joint Council and Police communication forum. Effective liaison with Businesses & Stop and Search Monitoring</p>	<p>Interesting work incl. having a dedicated victims worker and CAHMS worker based in the YOS. Interesting discussion re. funding youth workers in A and E at Queens Hospital. Could benefit from some additional Opportunities to support victims and the cross over between victims and offenders.</p>	<p>Action plan articulates commissioning of 'Spark to life' and use of London Gangs Exit Service. This reads more as a list of organisations working in the Borough rather than the actual activity.</p>

Standing With Communities

NEW ACTION

Work with communities and other partners in hyper local areas to develop capacity building to support incident response in the community, through robust partnership approach, and to **increase trust and collaboration** between local communities, stakeholders, key local institutions, and statutory partners. (e.g VRU My Ends, VRU Capacity building programme)

NEW ACTION

Involve young people within local violence prevention work, through both established forums such as youth councils/parliaments, youth Independent Advisory Groups and informal grassroots pathways including through social media platforms.

NEW ACTION

Develop a **communications plan which engages communities** in the programme, and **supports a reduction in fear of crime** through providing honest and positive **messages about achievements** and reduces risk of stigma and discrimination.

We have successfully bid into the VRU Capacity Building Fund, to focus on the Harold Hill area:

The project incorporates the following local area based activities and programming:

- Provision of **enhanced detached youth work offer in local parks and spaces**
- **Door-to-door outreach** and engagement with residents
- Hosting community **workshops**
- Recruiting and **training adult residents to become community champions** through understanding trauma and contextual safeguarding courses,
- Support to local education providers through **training** and targeted group work;
- Training young people and Parent Champions to support the delivery of the above sessions and embed learning within communities post-funding;
- Establishing a **Rapid Response Plan** with the **Harold Hill Community Response Group**

We have several forums that feed into local violence prevention work, including a well-established **youth parliament**, and **a new youth advisory panel for the Integrated Adolescent Safeguarding Group**.

As part of the IASS, **young people sit on interview panels for new frontline staff**.

The Safer Spaces mapping project around personal safety is launching across the borough; as part of these, we will be engaging young people specifically and will be able to review where they do/don't feel safe in Havering, to target activity.

Monthly meetings are held with Communications Team. We plan to develop a refreshed comms plan for the year, based on the new Community Safety Plan. **Issue/event-specific plans are developed around key areas of work, these are in place for the next quarter**, including Autumn Nights, the VAWG Virtual Conference, the 12 Days of Christmas. **Additional work is needed around violence and the local offer for young people.**

Work is taking place with the **Safer Neighbourhood Board to restart physical community engagement post-COVID**, increasing contact with residents face to face through events, public meetings and door to door.

Governance

NEW ACTION:

Implement **daily violence assessment meeting** attended by police BCU, relevant Local Authority colleagues and Probation

Partnership meetings to review incidents of serious violence across the BCU take place three times a week; the terms of reference place a focus on serious youth violence, and discussions are ongoing as to the best way to use this time.

Monthly Tactical Tasking Co-ordination Group (or local equivalent) to include Violence Intelligence Briefing, tasking of partnership services to **target offenders and hotspot locations**; maintain and or **review Events Tracker** to identify and **manage events of risk**, monitor and **review community tensions** and community feedback

TTCG continues to be a useful resource for productive partnership between police and council on key issues on a monthly basis; there has been challenges with emerging issues/council-identified concerns which, when left unresolved, have developed into significant issues. **Romford appears as a hotspot location for key crimes including violence and VAWG, but is not discussed in detail.**

Analysis and Enforcement

Analysis to support targeted enforcement - Strategic Assessment to include **Serious Youth Violence**, Knife and gun enabled crime

Analyst access to MPS systems is still suspended across London, severely limiting our work, including the next Strategic Assessment.

Positive Diversion from Violence

Develop a local schedule of **intervention options taking account of available services**, including these in the VRU Diversion Directory. Include referral to the Your Choice CBT programme, where that is an appropriate option

NEW ACTION

Partnership support for Police applications for post-conviction Criminal Behaviour Orders (CBO's) for repeat knife offenders, in order to create better levers for change, by **including positive requirements** in sentences and orders to support the opportunity for change.

NEW ACTION

Probation Service bespoke license conditions for violent offenders should include opportunities for **ETE, housing** and to complete **interventions** within the new probation model **specifically related to reducing the risk of violence, weapon offending and improved personal well-being**.

New programmes available in the borough:

Men and Masculinities – an accredited 24 week perpetrators Programme, delivered by Cranstoun to **deepen men's understanding of themselves and their relationships**. It is **free** and accessible **for any perpetrator** who is aware that their relationships have become distressing and damaged by their **substance misuse, abusive behaviour, violence or issues of coercive control**.

GPS Tagging

to **identify and respond to patterns of domestic abuse at an earlier stage for families**, this includes **access to alternative** accommodation for the abusive parent where required, ensuring that child and adult victim-survivors remain safe at home with space for action.

Positive requirements are implemented well for IOM nominals, as are CBOs. In other areas we do not see CBOs used as consistently (gangs, YJS); this is likely due to court delays as well as lack of resources to complete them. Council teams can provide evidence but are not trained to write CBO applications.

Knife crime tagging has now ended; However, GPS tagging can still be used with relevant violent offenders. Probation service uses the EPF2 tool to identify and imposed appropriate licence conditions on those leaving custody.

Positive Diversion from Violence

NEW ACTION

Use the **new London IOM framework**, which focuses partner agencies on **persistent, violent offenders** who pose at least a **medium risk of violent reoffending as the core/fixed IOM cohort**

The Havering IOM has a very proactive multi agency team which is supported by a wide verity of stakeholders. **Recent pan London referral criteria changes will enable more violent offenders are considered for the scheme.** Anyone with a Violence Score (OVP) of +30% and a reoffending score (OGRS) of +75% will be considered for the scheme. There is flexibility to take on persistent offenders outside of the stated criteria if a solid evidence based argument can be made. The changes should enable more youth-adult transition cases linked to serious youth violence. **Going forward the council and partners should consider letting 18-25s' on the IOM to have access to their existing mentoring services or build this into commissioning contracts of new mentoring services.**

Whilst information sharing is good, the introduction of the ECINS pilot should improve this further, allowing stakeholders to exchange information on one platform. Training is taking place in October, with a rollout starting in November.

NEW ACTION

Co-ordination between **Probation and other partners to ensure robust pre-release plans**, in order to provide support for a **positive transition** from secured estate **back into the community.**

Planning meetings with housing take place 6 months prior to release, around homeless prevention. Prison visits from probation officers and social workers, beginning 6 months prior to release. **Closer work between DWP, probation and prisons is taking place around access to Universal Credit, employment, training post-release.**

The probation service unified in June 2021 bringing together the CRC and NPS into one organisation. Pre release work continues with work to improve the timeframe of when this occurs, especially for longer term prisoners.

Commissioned rehabilitation service and through the gate services are in place to assist with pre release planning especially in terms of duty to refer to housing. **Funding was provided to improve the through the gate provision with drug treatment however, the communications in this area still require work.**

Statutory functions such as MAPPA are in place to assist with unified approach to release planning of high and very high harm offenders.

Supporting Victims of Violence and Vulnerability

NEW ACTION

Provide **front line staff within partner agencies with trauma and attachment training**, in order **to support practitioners working with young people to understand the 'Trauma Informed Approach'**. This approach informs staff of how trauma in early life may affect current behaviour.

NEW ACTION

Ensure there is a **robust mechanism to identify and manage any risk when young people move to different areas** by including effective handover between agencies.

The Havering Adolescent Safeguarding Team offer training and 1:1 case consultations to professionals, to support them to understand the trauma-informed approach.

Mentors on the council mentoring service recently received trauma-informed training as part of their CPD.

Exporting young people: where an individual is open to social care or YJS, the case worker will inform the new area that the young person is being moved there, and pass on any information requested.

Where young people are coming into borough, **the information shared and handover varies significantly depending on the location**; this has previously been identified as a blockage through MACE. Community Safety have met with Lambeth and other partners over a specific piece of work being completed in this area.

Protecting & Educating

NEW ACTION:

A clear partnership response to identifying, assessing and responding to extra-familial harm is documented within a safeguarding partnership strategy; tools to effectively deliver the strategy are available to practitioners and professionals as recommended by Ofsted.

NEW ACTION:

Adoption/promotion of initiatives (such as a school watch) to promote safe journeys to/from school for children and young people.

NEW ACTION:

Work to ensure locations such as parks, shopping centres, fast food outlets etc are safe places for children and young people.

The Adolescent Safeguarding Strategy Board is now in place and meets quarterly, chaired by Robert South. There is a partnership Action Plan that is reviewed at each meeting and updated accordingly. A new Contextual Safeguarding Risks and Vulnerability Indicators Tool has been developed, to be embedded in LCS/EHM for internal purposes and then a digital version on our webpage for external partners. Once it is working and checked – this will roll out with some training. The aim of the new tool is to replace out of date risk tools, and create a standardised tool that helps professionals identify exploitation risks, with clear pathways for support.

Safer Schools Officers are deployed to hotspots areas after school, to ensure safe journeys; this is largely focused on Romford Town Centre as a key transport hub and area young people look to socialise after school. Many schools have been reluctant to sign up to a school watch, due to the fact there are some areas of it they do not feel comfortable with (eg students patrolling routes to / from school) however the majority of schools do have some sort of after school plan with teachers being posted outside school.

No School Watch for the colleges is in place but they work closely with Safer Schools Officers and NPT to police the local routes at college leaving times. Practical and Personal safety is covered by progress coaches during 1:1s. In colleges, the Community Liason SPOC attends community meetings, feeds back any issues or safety concerns linked to the college and these are acted on to try and reduce tensions and issues in the community..

Our detached outreach team continue to focus on parks, shopping centres and fast food outlets that have been identified as locations of concern through local intelligence; we also successfully applied to the Serious Incident Fund to increase detached outreach provision around one specific park, following an uptick in SYV activity.

Discussions are ongoing for a new dedicated youth space in Romford Town Centre.

The current refresh of CCTV systems and stock includes a review of camera locations; this will include locations of concern for young people's safety, as identified through local intelligence and in direct consultation with young people through our panels and the Safer Streets Map.

Protecting & Educating – New Actions

NEW ACTION:

Recognising the key role of **parents** and **carers**, and the extensive evidence on benefits of parental support and **education**, clear socio-education offer on local risks and themes relating to youth violence (in particular, **grooming, exploitation and healthy relationships**) as part of an effective prevention offer for young people

NEW ACTION:

Supporting **the transition from Primary to Secondary School**, through programmes that introduce year 6 pupils to their new school and provide mentoring and pastoral support (e.g. Stepping Stones)

NEW ACTION:

Local safeguarding partnerships coordinate efforts to ensure local **Early Help processes and referral pathways**, and everyone's role within them, are clear and easily accessible to parents/carers, schools, PRUs and college staff.

NEW ACTION:

Demonstrable consideration by safeguarding and the community safety partnership of **parental engagement** approach; active strategies for engagement, including socio-education offer, across key partners especially education settings.

NEW ACTION:

Support key transition stages in a young person life that can increase their vulnerability (changing schools, returning to education from young offenders institution; leaving care)

NEW ACTION:

Bespoke **support for students in PRU's/AP**, including mentoring and transition back into mainstream education or on to further education, training, employment (e.g VRU PRU mentoring scheme)

Analysis and Enforcement – New Actions

NEW ACTION:

Police tactical plan to be maintained to record, monitor and review key police tactical interventions and activity in support of the Violent Crime Task Force and local Violence Suppression Unit.

NEW ACTION:

Conduct analysis to understand the **disproportionate impact of violence** within local communities and groups

NEW ACTION:

Contact & utilise the expertise of Local Council & Police **Licensing** Teams in order to mitigate risk around venues associated with violence.

This page is intentionally left blank

Equality Impact Assessment (EIA)

Document control

Title of activity:	<i>Serious Group Violence and Knife Crime Strategy 2017-21 EIA</i>
Type of activity:	<i>Strategy</i>
Lead officer:	<i>Chris Stannett, Serious Group Violence Lead, Community Safety and Development team</i>
Approved by:	<i>Vernal Scott, Diversity Advisor</i>
Date completed:	<i>October 2017</i>
Scheduled date for review:	<i>October 2021</i>

The Corporate Policy & Diversity team requires **5 working days** to provide advice on EIAs.

Did you seek advice from the Corporate Policy & Diversity team?	yes
Does the EIA contain any confidential or exempt information that would prevent you publishing it on the Council's website?	no

1. Equality Impact Assessment Checklist

The Equality Impact Assessment (EIA) is a tool to ensure that your activity meets the needs of individuals and groups that use your service. It also helps the Council to meet its legal obligation under the [Equality Act 2010 and the Public Sector Equality Duty](#).

Please complete the following checklist to determine whether or not you will need to complete an EIA. Please ensure you keep this section for your audit trail. If you have any questions, please contact the Corporate Policy and Diversity Team at diversity@haverling.gov.uk

About your activity

1	Title of activity	The Serious Group Violence and Knife Crime Strategy
2	Type of activity	<i>Strategy</i>
3	Scope of activity	The Serious Group Violence and Knife Crime Strategy is the response of the Havering Community Safety Partnership to national and regional initiatives to reduce levels of gang violence and knife crime.
4a	Is the activity new or changing?	<i>Changing</i>
4b	Is the activity likely to have an impact on individuals or groups?	<i>Yes – Youth offenders, adult offenders, and safer communities</i>
5	If you answered yes:	<i>Please complete the EIA on the next page.</i>
6	If you answered no:	<p><i>Please provide a clear and robust explanation on why your activity does not require an EIA. This is essential in case the activity is challenged under the Equality Act 2010.</i></p> <p><i>Please keep this checklist for your audit trail.</i></p>
Completed by:		<i>Chris Stannett, Serious Group Violence (SGV) Lead, Community Safety and Development team</i>
Date:		

2. Equality Impact Assessment

The Equality Impact Assessment (EIA) is a tool to ensure that your activity meets the needs of individuals and groups that use your service. It also helps the Council to meet its legal obligation under the [Equality Act 2010 and the Public Sector Equality Duty](#).

For more details on the Council's 'Fair to All' approach to equality and diversity, please visit our [Equality and Diversity Intranet pages](#). For any additional advice, please contact diversity@havering.gov.uk

Please note the Corporate Policy & Diversity Team require **5 working days** to provide advice on Equality Impact Assessments.

Please note that EIAs are public documents and must be made available on the Council's [EIA webpage](#).

Understanding the different needs of individuals and groups who use or deliver your service

In this section you will need to assess the impact (positive, neutral or negative) of your activity on individuals and groups with **protected characteristics** (this includes staff delivering your activity).

Currently there are **nine** protected characteristics (previously known as 'equality groups' or 'equality strands'): age, disability, sex/gender, ethnicity/race, religion/faith, sexual orientation, gender reassignment, marriage/civil partnership, and pregnancy/maternity/paternity.

In addition to this, you should also consider **socio-economic status** as a protected characteristic, and the impact of your activity on individuals and groups that might be disadvantaged in this regard (e.g. carers, low income households, looked after children and other vulnerable children, families and adults).

When assessing the impact, please consider and note how your activity contributes to the Council's **Public Sector Equality Duty** and its three aims to:

- eliminate discrimination, harassment and victimisation;
- advance equality of opportunity, and
- foster good relations between people with different protected characteristics.

Guidance on how to undertake an EIA for a protected characteristic can be found on the next page.

Guidance on undertaking an EIA

Example: Background/context								
<p><i>In this section you will need to add the background/context of your activity. Make sure you include the scope and intended outcomes of the activity being assessed; and highlight any proposed changes.</i></p> <p style="text-align: right;"><i>*Expand box as required</i></p>								
Example: Protected characteristic								
<p>Please tick (✓) the relevant box:</p> <table border="1"> <tr> <td>Positive</td> <td></td> </tr> <tr> <td>Neutral</td> <td></td> </tr> <tr> <td>Negative</td> <td></td> </tr> </table>		Positive		Neutral		Negative		<p>Overall impact: <i>In this section you will need to consider and note what impact your activity will have on individuals and groups (including staff) with protected characteristics based on the data and information you have. You should note whether this is a positive, neutral or negative impact.</i></p> <p><i>It is essential that you note all negative impacts. This will demonstrate that you have paid 'due regard' to the Public Sector Equality Duty if your activity is challenged under the Equality Act.</i></p> <p style="text-align: right;"><i>*Expand box as required</i></p>
Positive								
Neutral								
Negative								
<p>Evidence: <i>In this section you will need to document the evidence that you have used to assess the impact of your activity.</i></p> <p><i>When assessing the impact, please consider and note how your activity contributes to the three aims of the Public Sector Equality Duty (PSED) as stated in the section above.</i></p> <p><i>It is essential that you note the full impact of your activity, so you can demonstrate that you have fully considered the equality implications and have paid 'due regard' to the PSED should the Council be challenged.</i></p> <ul style="list-style-type: none"> - <i>If you have identified a positive impact, please note this.</i> - <i>If you think there is a neutral impact or the impact is not known, please provide a full reason why this is the case.</i> - <i>If you have identified a negative impact, please note what steps you will take to mitigate this impact. If you are unable to take any mitigating steps, please provide a full reason why. All negative impacts that have mitigating actions must be recorded in the Action Plan.</i> <p style="text-align: right;"><i>*Expand box as required</i></p>								
<p>Sources used: <i>In this section you should list all sources of the evidence you used to assess the impact of your activity. This can include:</i></p> <ul style="list-style-type: none"> - <i>Service specific data</i> - <i>Population, demographic and socio-economic data</i> <p><i>Suggested sources include:</i></p> <ul style="list-style-type: none"> - <i>Service user monitoring data that your service collects</i> - <i>Havering Data Intelligence Hub</i> - <i>London Datastore</i> - <i>Office for National Statistics (ONS)</i> <p><i>If you do not have any relevant data, please provide the reason why.</i></p> <p style="text-align: right;"><i>*Expand box as required</i></p>								

The EIA

Background/context:

The Council understands that barriers to opportunity can lead to anti-social and offending behaviour. By addressing the needs of gang nominals, it is hoped to reduce repeat incidences of offending behaviour and thereby improve the community environment.

The Serious Group Violence and Knife Crime Strategy is the response of the local authority to national and regional initiatives to reduce levels of gang and knife crime among those in contact with the criminal justice system, or on the periphery of crime. Havering has aligned its aims with those set out in the Mayor of London's 2017-2021 Police and Crime Plan, the Mayors 2017 Knife Crime Strategy and the Home Office report on Ending Gang Violence and Exploitation 2016. The vision for the Council's Serious Group Violence and Knife Crime Strategy is to provide a safe borough where children can grow, play, learn, travel and reach their potential without having to fear or experience crime. The second is to encourage those affected by serious youth violence, gangs and knife crime to choose a more positive life path and be offered the most appropriate service at the right time.

The strategy seeks to facilitate a reduction in serious group violence and knife crime at a local level by drawing together and building on the knowledge and expertise of the many agencies already engaged in resettlement work. When we don't have the expertise we will endeavour to source the best practice from elsewhere. The strategy strives to promote innovation, highlight examples of good practice, and identify areas for development. Its key theme is 'addressing need through partnerships.

The aims of this strategy are:

- To develop and drive a consistent approach across agencies to enable information sharing and assessment and management of risk associated with young people involved or at-risk of involvement in serious youth violence. The anticipated outcome is improved efficiency and a joined-up approach to the way local areas respond to youth violence.
- To support an effective, targeted enforcement approach which delivers swift and sure justice to the most harmful offenders. Ideally this will identify and provide pathways out of violence for young people wanting to make a break with the past, but undoubtedly will include suppression and enforcement of those refusing to exit violent lifestyles.
- To develop a consistent approach to recognising and commissioning what works in reducing the number of individuals who are involved in serious youth violence and associated criminality. The outcome being to prevent young people becoming involved in serious violence in the first place, with emphasis on early intervention and prevention.

The strategy has several work streams outlined below. Each work stream has specific activity and targets which are influenced by the specific needs of the individual, including any that might be diversity-specific).

Specifically, the strategy will focus on:

- Tackling knife crime and gang activity
- Early intervention for those on the periphery of gangs and knife crime
- Protecting and safeguarding children

The delivery and coordination of the Serious Group Violence and Knife Crime Strategy is overseen by the Reducing Re-offending Group. This group is chaired by the Assistant Chief Officer of the National Probation Service.

There are a range of agencies involved in the delivery of the Strategy. These are::

- National Probation Service
- Community Rehabilitation Company
- Police
- London Borough of Havering
- Family Mosaic
- Public Health
- Bass Hostel
- Mental Health Services
- Westminster Drugs Project
- Department Work Pensions
- Education/ Pupil Referral Units

Gangs are evolving and there are clear links regarding the the sexual abuse and manual labour exploitation of children and young people. . Evidence of this can be seen through the rapidly evolving County Lines (Drugs lines) and various child sexual abuse cases that consistently emerge within the borough. However, much of this is hidden and therefore goes undetected.

This EIA will focus mainly on those individuals who have been identified as a known gang members by the Police, are known to feature on the Habitual Knife Carriers list, or have been identified by the Serious Group Violence Partnership as an individual on the periphery of gangs.

**Expand box as required*

Age: Consider the full range of age groups		
<i>Please tick (✓) the relevant box:</i>		Overall impact:
Positive	✓	Gangs and Knife crime affects all ages. The youngest individual actively monitored in the identified cohorts is 14 years old, whereas the oldest is 58 years old.
Neutral		The current data shows that the most affected age cohort is 18-24 year olds.. known gang nominals on the Havering Police Trident Matrix fall within this age group. On top of this, 80% of the Habitual Knife Carriers in the borough are also over 18.
Negative		<p>Furthermore, of all the nominals monitored on the periphery list for serious group violence only 8% are aged 16 and under. The majority are aged 17-24 years old.</p> <p>The strategy aims to achieve a reduction in offending by providing more opportunities for young people to exit gangs and stay away from knife crime by:</p> <ul style="list-style-type: none"> • Providing services and resources to be targeted at the Youth 2 Adult Transition phase. • Review the provision activities or free/inexpensive programmes for older young people working within Colleges and 6th Forms to keep individuals in school • Refreshing the Periphery list and consulting with all services working for children and adults to ensure that the right people are being monitored for those who be/are involved in gangs and knife crime. <p>The flow of individuals linked to this characteristic is not expected to decrease in the next 4 years. The number of people at risk of becoming victims or involved in serious group violence/ knife crime will most likely increase due to the increasing population.</p>

		<p>Havering has experienced the largest net inflow of children across all London boroughs. 30.9% of the Havering population of fall within the age group most affected by gangs. This percentage is expected to increase due to the inflow of children in the borough and going forward the aging of younger children previously listed in the boom.</p>
<p>Evidence:</p> <p>Habitual Knife Carriers Youngest age 15, and oldest age 58 Average age 21 The category of age group with greatest representation is 18 with 5 (33%) 20% of HKC are under the age of 18</p> <p>Trident Gangs Matrix Youngest age 15 and oldest age 47 11% of TGM nominals on the Havering matrix are under the age of 18. 66% of TGM Nominals are over the age of 18-24 25% are over the age of 24</p> <p>Other nominals of note (Shadow list) Youngest age 14, oldest age 58 Average age 19 47% of nominals that are monitored are under 18 years of Age (Majority of which are 17 years old) 39% of nominals that are monitored are aged 17-18, 38% of nominals that are monitored are aged 18 -24</p> <p>Havering Demographics</p> <ul style="list-style-type: none"> • 30.9% of the population of Havering are aged 10-34. • 25.3% of the population are aged 15-34. This is the known age group most affected by gangs, group violence and knife crime • Havering experienced largest net inflow of children across all London boroughs (4,536 children) in a 6-year period (2010-2015) • Largest increases in population will occur in children (0-17 years) 		
<p>Sources used:</p> <ul style="list-style-type: none"> - Habitual Knife Carriers List – EA BCU Gangs Unit - Trident Gangs Matrix for Havering – EA BCU Gangs Unit - Havering Serious Group Violence Monitoring List – Community Safety - Havering Data Intelligence Hub https://www.haveringdata.net/population-demographics/?geography_id=f6fc3f50a6604807b7158781af87a271&feature_id=E09000016 - Promoting mental health and wellbeing with men and boys: what works – Men's Health Forum & Leeds University https://cdn.movember.com/uploads/files/2015/Misc/Promoting_MentalHealth_%26_Wellbeing_FINAL% <p><i>*Expand box as required</i></p>		

Disability: Consider the full range of disabilities; including physical mental, sensory and progressive

Please tick (✓) the relevant box:		Overall impact: There is currently no data available for analysis in relation to dis gangs. However it is widely recognized that there is a direct correlation mental health and gangs. A study by “Coid, 2013” (comparable the majority of Havering nominals on the SGV, Gangs and Knife reveals that gang members are significantly more at risk of men problems compared to a non-violent male. The research found that for gang members: <ul style="list-style-type: none"> • Anxiety disorders – 2 times higher risk • Psychosis – 4 times higher risk • Psychiatrist / mental health related admission – 8 times • Suicide attempt –13 times higher risk • Antisocial personality disorder – 57 times higher risk The same study also revealed that the same males were also 1 likely to become drug dependent and 6 times more likely to beco dependent. Possible explanations given by National Psychiatric Morbidity S overlapping of gangs membership and mental health are the sa risk factors identified for mental health problems in childhood, w <ul style="list-style-type: none"> • From low-income households • From families where parents are unemployed • From families where parents have low educational attain • Are looked after by the local authority • Have disabilities (including learning disabilities) • From black and other ethnic minority groups • Are in the criminal justice system • Have a parent with a mental health problem • Are misusing substances • Are refugees or asylum seekers • Are being abused/history of abuse By understanding the points above and local authorities being a effects of the risk factors on gang members. Gangs and serious can be better addressed. Further to this MAC-UK have been commissioned to do some s around gangs and mental health in Havering. Going forward MA going to become a regular partner of the Serious Group Violence will enable us to work in partnership and utilize this resource be we will develop our understanding around this characteristic with Further evidence could be gathered on this protected characteri YOS, Probation, Spark2Life and early help for those who feature matrix or SGV list in order to provide a fuller local picture.
Positive	(✓)	
Neutral		
Negative		

*Exp

Evidence:
(Coid, 2013)

The largest study was a cross-sectional survey administered to a nationally representative sample of 4664 young men (18-34 years) in the UK. The survey also oversampled men from areas with high levels of gang-related violence in Glasgow and Hackney in London. Participants were asked about gang violence, attitudes towards and experience of violence, and use of mental health services. Psychiatric diagnoses were measured using standardized screening questions.

The survey categorised men into three groups: gang members, violent men (not in a gang) and non-violent men. The survey also measured the following:

Psychosis – x4

Psychiatrist / mental health related admission x8

Suicide attempt –x13

Antisocial personality disorder- x57

- As much as 9 out of 10 prisoners report some kind of mental health problem (RC Psych)
- Mental health problems are much more common in prisoners than in the general population (RC Psych)
- Research shows that substance misuse may cause or increase symptoms of mental illness (RC Psych)
- Mental illness may lead someone to abuse substances (RC Psych)
- Physical health problems caused by alcohol have doubled in the last 10 years. Deaths have doubled in the last 10 years.
- The number of people with a mental illness and who misuse substances has increased by 62%, (RC Psych)

*Exp

Sources used:

- Mac-uk.org
<http://www.mac-uk.org/wp-content/uploads/2013/03/Mental-Health-and-Gangs-Report-2013.pdf>
- UK, Coid et al 2013
https://www.researchgate.net/publication/248705697_Gang_Membership_Violence_and_Psychiatric_Morbidity_in_Prisoners
- St. Giles Trust SOS+ Junior Smart training literature
National Psychiatric Morbidity Survey
<http://committees.westminster.gov.uk/documents/s5535/Mental%20Health%20and%20Gangs%20Report>

*Exp

Sex/gender: Consider both men and women

Please tick (✓) the relevant box:

Positive



Neutral

Negative

Overall impact:

In Havering approximately 10% of the population are sexually exploited. All but one on the list is male.

The difference in numbers between males and females is significant.

There is frequently a debate about whether sexually exploited, children should be considered as victims or as offenders, and individual consideration, and individual support for males and females is discussed.

		<p>Both males and females can be aimed at high risk and violence, the females linked to gangs too</p> <p>A significant amount of gang members if considered appropriate at the time (weapons etc...)</p>
<p>Evidence:</p> <p>Trident List 44 on the list All Male</p> <p>SGV Monitoring List 49 on the list 48 = Male 1 = Female</p> <p>Habitual Knife Carriers List 15 on the list All Male</p> <p>National Gangs Centre</p> <ul style="list-style-type: none"> • Law enforcement agencies overwhelmingly report a greater percentage of male gang members versus females • A large percentage of agencies (nearly one-quarter) could not provide information regarding the prevalence of females in gangs • Despite a growing concern of females joining gangs, little to no change in the percentage is observed <p>Role of Females within Gangs (Simon Harding)</p> <ul style="list-style-type: none"> • Handling stolen goods • Hiding • Carry weapons • Infiltrate a new area • Explore new markets • Carry drugs • Laundering money and banking • Relationships • Line ups • +more 		
<p>Sources used:</p> <ul style="list-style-type: none"> - St. Giles Trust SOS+ Junior Smart training literature - Habitual Knife Carriers List – EA BCU Gangs Unit - Trident Gangs Matrix for Havering – EA BCU Gangs Unit - Havering Serious Group Violence Monitoring List – Community Safety - Simon Harding – Girls in the Gang: Agency and Roles a new interpretation.https://www.google.co.uk/search?dcr=0&source=hp&q=Simon+Harding+%E2%80%93+Girls+in+the+Gang%3A+Agency+and+Roles+a+new+interpretation&rlz=C301C1G1_1418.1418.0.1817.1.1.0.0.0.0.76.76.1.1.0....0...1.1.64.psy-ab..0.0.0....0.ViChIqUddTs - National Gang Centre – Survey Analysis and Demographicshttps://www.nationalgangcenter.gov/SurveyAnalysisandDemographics 		

Ethnicity/race: Consider the impact on different ethnic groups and nationalities		
Please tick (✓) the relevant box:		<p><i>Havering is one of the most ethnically homogenous places in London, with 87% of its residents recorded White (Data Intl Hub), which is higher than both London and England. It is projected that the White population will decrease from 85% (in 2015) to 79% (by 2030).</i></p>
Positive	(✓)	
Neutral		
Negative		<p><i>The BAME statistical breakdown of individuals on the Trident Gangs List, Habitual Knife Carriers list and the Serious Group Violence monitoring list is disproportionate to that of the local borough demographic. Both the gangs list and knife carriers list are made up of over 60% black males, where as white males account for just over 20%.</i></p> <p><i>It is important to note that those who have ended up on the Havering Gangs Matrix have only done so after carrying out gang related offences. This also applies to majority of those on the Serious Group Violence list. There are only 1 or 2 individuals on the Serious Group Violence list who feature due to regularly appearing with known gang nominals at the time of a community disturbance (such as an anti-social behavior call out) or are regularly around at the time of an offence. Therefore they have been added to the Serious Group Violence list as a precautionary measure to make sure they are being safeguarded and not exploited. At this point services such as Spark2life, London Gang Exit or other services available may be offered to the individual as a form of help or gang exit.</i></p> <p><i>In order to feature on the Habitual Knife Carriers list, an individual must have committed a minimum of two bladed article (knives, sharpened objects, bladed household utensils etc.) offences.</i></p> <p><i>Following the criteria above helps to ensure that those who feature on the Gangs Matrix, Serious Group Violence list and Habitual knife Carriers list is done fairly and can be justified. Therefore they feature due to their offending behaviour and not due to their race or ethnicity.</i></p> <p><i>The issue around the disproportionality of BAME representation within the criminal justice system is not just a local or regional issue, but rather a national issue. Several studies have been done into this, including the 2017 David Lammy review on racial bias and BAME representation within the criminals justice system. The Prime Minister Theresa May has also launched a new government website specifically focusing on ethnicity facts and figures, including that of crime, justice and the law. We are awaiting national guidance from government on this characteristic.</i></p>

Evidence:

Havering Ethnicity Breakdown %

87.3% population is White
4.9% population is Black
4.8% population is Asian
3% population is Other

Below is a Snapshot of Ethnicity of those monitored by the EA Gangs Unit, Serious Group Violence panel and those on the Habitual Knife carriers list. Using police intel, Black is equivalent to IC3 and White has been made up of both IC1 (White British) & IC2 (White Other)

Habitual Knife Carriers

Black = 60%
White = 27%
Unknown = 13%

Havering Trident Gangs Matrix

Black = 66%
White = 20%
Asian = 2%
Unknown = 10%

Serious Group Violence List

White = 37%
Black = 35%
(13 cases where no ethnicity was provided)

Nationally

Rt Hon David Lammy Independent report into BAME 10-17 year olds in youth secure estate
9 in every 10,000 young Black people in custody 2015/2016
4 in every 10,000 young Mixed Ethnic people in custody 2015/2016
2 in every 10,000 young Asian people in custody 2015/2016
1 in every 10,000 young white people in custody 2015/2016

Of note: Proven reoffending rates for young white people who left custody between 2010 and 2014 and returned to custody within 6 months and 12 months were higher than for young black people

Of note: Over a quarter (28%) of those from the 'Asian and other' group had no criminal history prior to being sentenced to custody in 2016. This compares to 10% and 8% for young white and black people respectively. (This would suggest that the crimes committed by the Asian and other ethnic backgrounds are often more severe in order to receive a custodial sentence as a first time offender)

Sources used:

- Ministry of Justice – David Lammy Report -Exploratory analysis of 10-17 year olds in the youth secure estate by black and other minority ethnic groups
<https://www.gov.uk/government/publications/lammy-review-final-report>
- Havering Data Intelligence Hub
https://www.haveringdata.net/population-demographics/?geography_id=f6fc3f50a6604807b7158781af87a271&feature_id=E09000016
- Havering Demographic profile
https://www3.havering.gov.uk/Documents/Equality-and-Diversity/Demographic_and_Diversity_Profile_of_Haverings_Population_Jan-15.pdf
- Habitual Knife Carriers List – EA BCU Gangs Unit
- Trident Gangs Matrix for Havering – EA BCU Gangs Unit

- Havering Serious Group Violence Monitoring List – Community Safety
- GOV.UK – Ethnicity facts and figures: crime, justice and the law
<https://www.ethnicity-facts-figures.service.gov.uk/crime-justice-and-the-law>

**Expand box as required*

Religion/faith: Consider people from different religions or beliefs including those with no religion or belief

Please tick (✓)
the relevant box:

Positive

☐

Neutral

☒

Negative

☐

Overall impact:

There are no negative or adverse impacts regarding this protected characteristic as any intervention would be developed on a needs-led basis. Any identified issues or needs required by a person's faith or belief system would be respected and considered on an individual basis.

**Expand box as required*

Evidence:

No evidence currently available

**Expand box as required*

Sources used:

**Expand box as required*

Sexual orientation: Consider people who are heterosexual, lesbian, gay or bisexual

Please tick (✓)
the relevant box:

Positive

☐

Neutral

☒

Negative

☐

Overall impact:

Any identified issues or needs pertaining to a person's sexual orientation would be respected and considered on an individual basis. However, Gay or Bi-sexuality in the context of gangs is likely to generate stigma and distain, and can add mental pressure and have additional negativity on individuals who identify as such.

		<i>*Expand box as required</i>
Evidence: Stonewall would be a source of information on all matters pertaining to LGBTQ communities. <i>*Expand box as required</i>		
Sources used: The Stonewall website is a source of information on all matters pertaining to LGBTQ communities. <i>*Expand box as required</i>		

Gender reassignment: Consider people who are seeking, undergoing or have received gender reassignment surgery, as well as people whose gender identity is different from their gender at birth		
Please tick (✓) the relevant box:		Overall impact: Any identified issues or needs pertaining to gender reassignment would be respected and considered on an individual basis. Gender reassignment in the context of gangs is likely to generate stigma and distain and can add mental pressure and additional negative impact upon individuals concerned. <i>*Expand box as required</i>
Positive		
Neutral	✓	
Negative		
Evidence: No data currently available <i>*Expand box as required</i>		
Sources used: No data currently available <i>*Expand box as required</i>		

Marriage/civil partnership: Consider people in a marriage or civil partnership	
<i>Please tick (✓) the relevant box:</i>	Overall impact:
Positive	<i>This characteristic is neutral in the context of equality and potential detriment of service to individuals concerned.</i>
Neutral	
Negative	
<i>*Expand box as required</i>	
Evidence: <i>No data currently available</i>	
<i>*Expand box as required</i>	
Sources used: No data currently available	
<i>*Expand box as required</i>	

Pregnancy, maternity and paternity: Consider those who are pregnant and those who are undertaking maternity or paternity leave	
Please tick (✓) the relevant box:	Overall impact:
Positive	✓
Neutral	
Negative	<p>In multi-agency risk panels this is something that is often dealt with on a case by case basis, partnerships and lead agencies will check that the person concerned is linked in with the health visitor, that the individual is set up with a GP and depending on their/ their partners age and their/ their partners offending history or possible substance misuse social services would be notified. Where there is a concern a Merlin report is raised. This is a report which is entered onto the police computer system that triggers a safeguarding alert. (Please note that parental consent is not required for this under the Human Rights Act of 1998)</p> <p>Domestic Violence is trigger factor which can lead to gang's involvement and therefore needs to be taken into consideration when dealing with gangs and individuals on the serious group violence list. Many of the individuals concerned come from broken homes, have seen relationships that don't work and now find themselves in challenging personal relationships. Approximately 33% of domestic violence incidents start to get worse when the female is pregnant. It should be noted that a female offender is almost twice as likely to be a victim of Domestic Violence than a non-offender. It should also be noted that gang members can share traits with domestic violence abusers, particularly in cases where they like to maintain power and coercive control over their intimate partners.</p>

		<p>It should also be noted from research that 1 in 4 young male offenders have disclosed experience of domestic violence.</p> <p>There are a number of routes available to raise concern around domestic violence when an offender/ or female linked to gangs/serious group violence is pregnant or on maternity. This can be through their:</p> <ul style="list-style-type: none"> • GP • Midwife • Obstetrician • Health visitor • Social worker • Probation officer/ YOS officer • Drugs and alcohol worker • Other professionals. <p>An individual affected by Domestic Violence can be referred to the Independent Domestic Violence Advisor or to Havering Woman's Aid. Where the victim is a male they may contact Mendas , the men only helpline for Havering .</p> <p>Further work has been done with Public Health England, the National Probation Service and the London Community Rehabilitation Company to make sure that all offenders over the age of 18 are given equal opportunity to access primary health care (IE: GP's, Dentists etc.). Therefore, any offender linked to gangs and serious group violence that is released as No Fixed Abode (NFA) will be able to use either the Probation Centre address or the drugs and alcohol services address as a care of address.</p> <p style="text-align: right;"><i>*Expand box as required</i></p>
<p>Evidence:</p> <ul style="list-style-type: none"> • 1 in 4 young male offenders (sentenced or on remand) had experienced domestic violence at home • Gangs and domestic violence victims are particularly vulnerable, not only to the abuser, but to the entire gang network. Since the power and control at the root of all domestic violence is intensified by the gang culture, gang members who abuse their intimate partners often utilize specific tactics to groom and entrap their victims • Nationally 30% of women experience domestic violence in some way shape or form • Over 50% of women in prison report having suffered Domestic Violence. • Over 1/3 of domestic violence incidents starts to get worse when a woman is pregnant. • One midwife in five knows that at least one of her expectant mothers is a victim of domestic violence • A further one in five midwives sees at least one woman a week who she suspects is a victim of domestic violence <p style="text-align: right;"><i>*Expand box as required</i></p>		

Sources used:

<http://www.refuge.org.uk/get-help-now/what-is-domestic-violence/domestic-violence-and-pregnancy/>

<http://www.nhs.uk/conditions/pregnancy-and-baby/pages/domestic-abuse-pregnant.aspx>

Greater London Domestic Violence Project

<http://www.thamesvalleypartnership.org.uk/wp-content/uploads/gangs-gldvp.pdf>

Prezi.Com – Kody Buchanan

https://prezi.com/ut_c1wvcly_t/domestic-violence-and-gangs/

**Expand box as required*

Socio-economic status: Consider those who are from low income or financially excluded backgrounds

Please tick (✓) the relevant box:

Positive

✓

Neutral

Negative

Overall impact:

It was highlighted in the Serious Group Violence Problem Profile of 2016 that many of the Socio Economic factors that affect those on the Serious Group Violence panel are the same as those that affect adult offenders. Therefore many of the same crossovers can be made

Accommodation

The problem profile highlighted that accommodation featured high on a needs for serious group violence nominals due to living near to known offenders. With the ever increasing local population this is unlikely to reduce. At the time 85% of the cohort lived in private or unknown accommodation. Approximately 15% was social housing.

Pan- London Housing organizations and the Police Trident Unit are working together with Local Authorities to notify each other of known housing moves into other boroughs. When Havering is made aware of this, we work closely with partners to make sure the individual (and their family) is given appropriate support to settle in the Borough.

ETE (Education, Training and Employment):

At present we do not have data on this, however going forward this will be measured for those that are being monitored under the gang mentoring programme. (Run by Spark2Life)

Finance

40% of offenders have highlighted finances as a contributing factor to their offending. A further 60% stated that their lifestyle was the main contributing factor toward their offending. 35% of drugs and alcohol users stated that substance misuse was the contributing factor towards their offending. All of the above require money to maintain. Often offenders will borrow money from friends, family, banks, loan sharks, and also revert to crime in order to try and maintain their current position. As a result, massive debts can occur, , and relationships can breakdown. , court costs and victim cost will occur Financial entrapment can become all-encompassing and be compounded by feelings of no escape.

The Reducing Reoffending Strategy recognizes this and highlights the use of the Citizens Advice Bureau and the Money Advice service as a route to exiting. Support around debts, arrears, credit unions and basic money saving advice is provided.

County Lines (involving the use of mobile phone 'lines' by groups to extend

	<p>their drug dealing business into new locations outside of their home areas) continues to be an increasing issue nationally. This directly affects Havering too. We know this because a number of Havering missing children and gang nominals have confirmed this in their return home interviews, a number of Havering missing children have been found in various drug houses around the country, and a number of gang nominals have confirmed this in their professional key-working sessions. Most of them are paid very little if anything at all, or are paid using gifts in kind (clothes, watches, games consoles, trainers etc.).</p> <p>This issue is being addressed at all levels. At a national level laws are being brought in and adapted to expose this type of “business” as a form of modern day slavery. Those who are involved and convicted will receive much stricter custodial sentences (pushed by the home office). Guidance on how to deal with county lines is being disseminated at national and regional levels through forums and briefings (example: Ending Gang Violence and Exploitation forum). Locally in Havering training has been given to frontline staff on gangs, how they operate, raising their awareness to county lines and signs to look out for. Further work has been done by the Police Local Intelligence Team in terms of mapping county lines locally and monitoring information coming in on a daily basis which may be linked to this issue.</p> <p>Universal Credit</p> <p>The introduction of Universal Credit could have significant financial implications, both positive and negative. Universal Credit is designed to encourage people back into work. Those who would find themselves in employment but on a very low income (lower than on benefits) would find their wages topped up by universal credit. However, sanctions imposed by the Department of Work and Pensions will be significant, with the worst case scenarios being penalized for up to 3 years. Gang members and those on the Serious Group Violence regularly go missing for long periods of time and frequently go in and out of prison, therefore it is not unreasonable to expect that a number of them will be affected by the sanctions. (Those who are sanctioned will be able to claim hardship, this is where an individual will have their income reduced by 40%-60% depending on their circumstances)</p> <p>The other main fear with Universal Credit is that of the Single Payment. Offenders will be receiving their benefits, and if applicable, housing benefit, all in one amount, as highlighted above lifestyle. Debt and substance misuse may be distractions for individuals to spend their rent money on resulting in incurring debts. Offenders who have been identified as in debt or at high risk of not paying their housing benefit to their landlords (drug users, alcoholics, gamblers etc.) can be individually dealt with on a case by case basis by the Department of Work and Pensions (DWP) in order to find a suitable solution for all. In Havering Universal Credit is not expected to go live until February 2017 and will be fully operational by 2021. At present Havering only has approximately 800 individuals on Universal Credit.</p> <p style="text-align: right;"><i>*Expand box as required</i></p>
<p>Evidence:</p> <p>Havering Serious Group Violence Problem Profile (2016)</p> <ul style="list-style-type: none"> SGV Problem Profile highlighted needs relating to Attitudes, Finance, Accommodation and Drugs as notably higher than that of the borough Average. Highest need identified among the SGV cohort was attitudes, which linked closely to other needs (lifestyle, drugs and 	

finance). For example, among the cohort socially there is a shared legitimate ambition to obtain symbolic material goods with one possible way of attaining those goods being low level drug dealing. For many of the cohort, acquiring material possessions legitimately may be difficult. Due to family and individual circumstances (low income household, unemployed, limited skills and qualifications, age), which then act as rationalizations for crime. The SGV cohort attitudes collectively endorse criminality and adhere to 'road' culture. (Road Culture' is a Black influenced youth culture that is played out in public settings 'on road' [streets and housing estates], where young people choose to spend the majority of their leisure time. Life 'on road' is associated with violence and/or threat of violence, which can emerge over perceived slights or disrespect, or within the realm of retail level of the illegal drug market which is where many young men 'on road' sought a living.

- Accommodation was high largely due to the cohort living near to known offenders. Just under 15% of the cohort resided in social housing (6 Homes and Housing, 6 other registered social landlords including Old Ford and Swan). The majority resided in privately rented or owner occupied dwellings, further analysis is needed to establish whether or not these properties may be owned by other local authorities. This data would need to be obtained using council tax databases for Havering.
- Shortterm improvements have been observed with some individuals where enforcement tools have been used to prevent association with pro-criminal peers, and requirements to engage with commissioned services have aided said individuals into undertaking employment. However, support is predominantly linked to the timeframe of statutory orders (youth offending service, probation, CRC) and ends with them. The nature of intervention and engagement work is short term, usually less than 12-months, and recidivism has shown to be highly likely thereafter.

Havering Adult Offender Profile

- 39.8% offenders in Havering identified finance as a contributing factor to their offending
- 59.8% offenders in Havering identified lifestyle as a contributing factor to their offending
- 34.7% offenders in Havering identified drugs as a contributing factor to their offending
- 35.3% offenders in Havering identified alcohol as a contributing factor to their offending
- 23.8% offenders in Havering identified accommodation as a contributing factor to their offending

**Expand box as required*

Sources used:

- Havering adult offender profile
<https://www.gov.uk/universal-credit/overview>
- **National Crime Agency**
<http://www.nationalcrimeagency.gov.uk/publications/620-NCA-Intelligence-Assessment-County-Lines-Gangs-and-Safeguarding/file>
- **Criminal exploitation of children and vulnerable adults: county lines**
<https://www.gov.uk/government/publications/criminal-exploitation-of-children-and-vulnerable-adults-county-lines>

**Expand box as required*

Action Plan

In this section you should list the specific actions that set out how you will address any negative equality impacts you have identified in this assessment.

Protected characteristic	Identified negative impact	Action taken to mitigate impact*	Outcomes and monitoring**	Timescale	Lead officer
Disability	Data around this protected characteristic, in the context of gangs and knife crime, has not been collated by services. Whilst there is some scattered data available, there is not enough to make any meaningful conclusion	New pilot service commissioned MAC-UK to specifically look at this characteristic within Gangs/ those at risk of being in gangs. Mentoring Service Spark2Life working with nominals on the SGV and Gangs list will be able to provide data on this protected characteristic going forward	Failure to capture or identify individuals suffering from negative side effects of this characteristic may result in increased harm to themselves, others and property. Information we might receive in the future from MAC UK, Spark2Life, YOS and Probation may highlight trends we have not previously considered. Understanding this characteristic and the reasons leading to the development of this characteristic will enable local authorities to better address Gangs, Serious Group Violence and Knife Crime.	31 st October 2018	Chris Stannett

			members.		
Religion/faith	Data around this protected characteristics has not been collated by services.	Organisations such as MAC-UK, Spark2life, National Probation Service and the Community Rehabilitation Company will be asked to start sourcing the information. However it will be subjective and the majority of it is down to voluntary disclosure.	This characteristic is neutral in the context of equality and potential detriment of service to individuals concerned. Any identified issues or needs required by a person's specific characteristic would be respected and considered on an individual basis.	To be developed and reviewed for Quarter 3, 2021	Chris Stannett
Gender reassignment	Data around this protected characteristics has not been collected by services.	Organisations such as MAC-UK, Spark2life, National Probation Service and the Community Rehabilitation Company will be	This characteristic is neutral in the context of equality and potential detriment of service to individuals concerned. Any identified issues or needs required by a person's specific	To be developed and reviewed for Quarter 3, 2021	Chris Stannett

		<p>asked to start sourcing the information.</p> <p>However it will be subjective and the majority of it is down to voluntary disclosure.</p>	<p>characteristic would be respected and considered on an individual basis.</p> <p>However some of the characteristics in the context of gangs is likely to generate stigma and distain and this can add pressure and have additional negative impact upon individuals who identify as such. Where a negative impact may be predicted to occur, appropriate support will be sourced.</p>		
Sexual orientation,	Data around this protected characteristics has not been collated by services.	<p>Organisations such as MAC-UK, Spark2life, National Probation Service and the Community Rehabilitation Company will be asked to start sourcing the information.</p> <p>However it will be subjective and the majority of it is down to</p>	<p>This characteristic is neutral in the context of equality and potential detriment of service to individuals concerned.</p> <p>Any identified issues or needs required by a person's specific characteristic would be respected and considered on an individual basis.</p> <p>However some of the characteristics in the context of gangs is likely to generate stigma and</p>	To be developed and reviewed for Quarter 3, 2021	Chris Stannett

		voluntary disclosure.	distain and this can add pressure and have additional negative impact upon individuals who identify as such. Where a negative impact may be predicted to occur, appropriate support will be sourced.		
Marriage/civil partnership	Data around this protected characteristics has not been collated by services.	Organisations such as MAC-UK, Spark2life, National Probation Service and the Community Rehabilitation Company will be asked to start sourcing the information. However it will be subjective and the majority of it is down to voluntary disclosure.	This characteristic is neutral in the context of equality and potential detriment of service to individuals concerned. Any identified issues or needs required by a person's specific characteristic would be respected and considered on an individual basis. However some of the characteristics in the context of gangs is likely to generate stigma and distain and this can add pressure and have additional negative impact upon individuals who identify as such. Where a negative impact may be predicted to occur, appropriate support will	To be developed and reviewed for Quarter 3, 2021	Chris Stannett

			be sourced.		
--	--	--	-------------	--	--

* You should include details of any future consultations you will undertake to mitigate negative impacts

** Monitoring: You should state how the negative impact will be monitored; how regularly it will be monitored; and who will be monitoring it (if this is different from the lead officer).

Review

The EIA is to be reviewed annually following the annual review of the serious group violence problem profile .

The next review date: 31/10/2021

This page is intentionally left blank

CRIME AND DISORDER OVERVIEW AND SCRUTINY COMMITTEE

Subject Heading:	Crime and Disorder Overview and Scrutiny Committee Performance Indicators - Quarter 2 (2021/2022)
SLT Lead:	Barry Francis Interim Director of Neighbourhoods
Report Author and contact details:	Charlotte Dervish Tactical Analyst Charlotte.Dervish@havering.gov.uk 01708 434589
Policy context:	The report sets out Quarter 2 performance for indicators relevant to the Committee.
Financial summary:	There are no direct financial implications arising from this report. However adverse performance against some performance indicators may have financial implications for the Council.

The subject matter of this report deals with the following Council Objectives

Communities making Havering	[x]
Places making Havering	[x]
Opportunities making Havering	[]
Connections making Havering	[]

SUMMARY

The report provides information on performance against the indicators previously requested by the Crime and Disorder Overview and Scrutiny Sub-Committee during Quarter 2 (July to September 2021).

RECOMMENDATIONS

That the Crime and Disorder Overview and Scrutiny Committee;

- note the contents of the report;
- consider the performance information required going forward; and
- request information as set out in the report.

REPORT DETAIL

1. Response time to Immediate (I) Grade Incidents

The MPS has a target to reach 90% of “Immediate” (I) graded calls within 15 minutes of the call being made in Q2 2021-22

I Grades:

Week Ending	% Calls In Target Previous Year	% Calls In Target Current Year
04-Jul-21	77.6%	61.1%
11-Jul-21	81.2%	73.9%
18-Jul-21	76.7%	63.1%
25-Jul-21	72.9%	63.8%
01-Aug-21	78.0%	66.9%
08-Aug-21	75.6%	63.9%
15-Aug-21	73.1%	66.0%
22-Aug-21	78.6%	69.2%
29-Aug-21	69.8%	59.9%
05-Sep-21	79.4%	69.3%
12-Sep-21	84.0%	65.5%
19-Sep-21	76.9%	70.4%
26-Sep-21	75.0%	54.6%
Total	76.8%	64.9%

2. Crime

Crime Type	Q2 2019-20	Q2 2020/21	Q2 2021/22	Direction of Change
TNO	4677	4487	4489	↑
Burglary – Residential	240	189	170	↓
Burglary - Business and Community	144	48	67	↑
Domestic Abuse Incidents	1179	1240	1212	↓
Domestic Abuse Offences	662	697	705	↑
Robbery of Personal Property	138	105	78	↓
Non DA VWI	497	423	525	↑
Gun Crime Lethal Barrelled Discharged	0	1	1	↔
Knife Crime	52	44	40	↓
Knife Crime With Injury	17	11	16	↑

3. ASB Calls

The relaxation of COVID-19 restrictions has seen a dramatic reduction in reported ASB to the police. This is mainly due to the decrease in complaints of non-compliance with government guidance.

The Table below compares the level of ASB calls made to the police within Havering in Q2 of 2021-22 compared to the same period in 2019-20 and 2020-21 and shows a reduction of 709 ASB calls, down by 32% compared to the same period last year.

	Q2 2019/20	Q2 2020/21	Q2 2021/22	1yr % Change
July	677	885	518	-42% ▼
August	641	767	518	-33% ▼
September	377	591	498	-16% ▼
Total	1695	2243	1534	-32% ▼

The Councils Enforcement and Public Protection have worked tirelessly throughout this period to remind people of the guidance and the importance of compliance with government guidance.

IMPLICATIONS AND RISKS

Financial implications and risks:

There are no financial implications arising directly from this report which is for information only. However adverse performance against indicators may have some financial implications for the Council.

Legal implications and risks:

Whilst reporting on performance is not a statutory requirement, it is considered best practice to review the Council's progress against the Corporate Plan and Service Plans on a regular basis.

Human Resources implications and risks:

There are no specific Human Resource implications or risks arising directly from this report.

Equalities implications and risks:

This report relates to information requested by the committee rather than policy. There are no direct equalities implications or risks associated with this report.

The Public Sector Equality Duty (PSED) under section 149 of the Equality Act 2010 requires the Council, when exercising its functions, to have 'due regard' to:

- (i) The need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
- (ii) The need to advance equality of opportunity between persons who share protected characteristics and those who do not, and;
- (iii) Foster good relations between those who have protected characteristics and those who do not.

Note: 'Protected characteristics' are age, disability, gender reassignment, marriage and civil partnerships, pregnancy and maternity, race, religion or belief, sex/gender, and sexual orientation.

The Council is committed to all of the above in the provision, procurement and commissioning of its services, and the employment of its workforce. In addition, the Council is also committed to improving the quality of life and wellbeing for all Havering residents in respect of socio-economics and health determinants.

CRIME AND DISORDER OVERVIEW AND SCRUTINY COMMITTEE

Subject Heading:

Crime and Disorder Overview and Scrutiny Committee – Performance Monitoring of the Council Funded Police Team – Havering Joint Task Force (HJTF)

SLT Lead:

Barry Francis
Director of Neighbourhoods

Report Author and contact details:

Jane Eastaff
Tel: 01708 432024
Email: Jane.eastaff@haverinq.gov.uk

Charlotte Dervish
Tel: 01708 432662
Email: Charlotte.Dervish@haverinq.gov.uk

The report reviews the performance of the Council Funded Police Team (HJTF)

Policy context:

Financial summary:

There are no direct financial implications arising from this report. However adverse performance against some performance indicators may have financial implications for the Council.

The subject matter of this report deals with the following Council Objectives

Communities making Havering
Places making Havering
Opportunities making Havering
Connections making Havering

[X]
[X]
[]
[]

SUMMARY

As requested by the Overview and Scrutiny Committee the report reviews the work of the Council Funded Police Team, Havering Joint Task Force (HJTF).

RECOMMENDATIONS

That the Crime and Disorder Overview and Scrutiny Committee;

- note the contents of the report;
- consider the performance information required going forward; and
- request information as set out in the report.

.

REPORT DETAIL

The Council Funded Police Team joined the Council in January 2020. The Havering Joint Task Force consists of one sergeant and five constables. The Sergeant is paid for by Havering Police. The team are tasked by the Council and have been hugely successful. The report below describe how the team are tasked and the work they have undertaken Priority concerns for the borough include residential burglary, vehicle theft and drug supply.

Taskings

Information and community concerns are received, from Housing and Residential Services, local Safer Neighbourhood Teams, Park Wardens and local Members of Parliament, businesses and residents. These reports are collated, trends identified, and presented at a fortnightly Tasking Meeting, attended by the HJTF, Tactical and Environmental Enforcement Teams, Public Protection and Housing.

Issues are discussed by all parties and tasked to the appropriate teams accordingly. Taskings from previous meetings are also discussed, with updates given, and suitability for continuation or any other action required is considered.

During these meetings, any formal requests for assistance are also discussed, as well as any pre-planned operations. Policing and local priorities are also considered.

Between meetings, if any reports that require urgent action, these are passed to the HJTF immediately but are then discussed further at the subsequent Tasking Meeting.

Policing Priorities

London-wide policing priorities, as set out in the MOPAC Police and Crime Plan 2017 – 2021 are as follows:

- Violence Against Women and Girls
- Keeping Young Children and Young People Safe
- Hate Crime and Intolerance

Local priorities for Havering, as set by MOPAC are:

- All mandatory High Harm Crimes (sexual violence, domestic abuse, child sexual exploitation, weapon-based crime and hate crime)
- Anti-Social Behaviour
- Burglary
- Non Domestic Violence With Injury

Though these centrally set priorities are kept in mind when tasking the team, they are not always reflective of what trends and issues are fed back to us by members of the community. All priorities and community concerns are taken into consideration when tasking the team and setting up pre-planned operations.

Requests for Assistance / Pre-Planned Operations / Partnership Working

Requests are often received from other council departments and local Safer Neighbourhood Teams, via the Community Safety Team, for HJTF assistance.

Examples of this include requests from Public Protection for HMO Visits, requests from SNT's for attention to properties / locations suspected for Drugs Cultivation / Brothels and our monthly operation with Public Protection "Operation Scaffold" which focuses on rogue builders.

The team have also regularly taken part in pre-planned operations in partnership with cross borough / county partners. Examples of such operations would include Op Cubo in partnership with the Met Road Traffic Policing Team to tackle road

traffic offences and Op Gambler in partnership with Essex Police to target cross boarder criminality. These operations have been a great success, not just for arrests and processes, but for intelligence gathering and disruption of criminality.

Arrests

Havering Joint Task Force has arrested **249** suspects between November 2020 and October 2021. The arrests have been for a range of offences, most of which are indictable and are a result of pro-active and intelligence led policing.

A 9 month review from January to October 2021 shows that the team made 191 arrests of which:

- 106 (55.5%) suspects were charged with an offence following arrest and the offence brought to justice (OBTJ). Exactly what sanctions were issued by the courts cannot be disclosed, but it clearly shows the team's capability of gathering evidence and presenting this to the CPS / decision makers.
- 77 (40.3%) suspects released under investigation (RUI). The reason for this is that the evidence gathering process was ongoing and can be hindered by a number of factors (such as COVID19 pandemic). For example, suspects awaiting blood results for drink/drug driving, forensic work on items recovered, phone work or CPS backlog on decision making.

Also, suspects being investigated for major crimes by specialist units, are protracted so results / disposals may not be seen for some time.

It can be expected that over half of those currently on bail / RUI will be charged.

- 8 (4.2%) suspects had no further action (NFA) taken against them. Again this can be for a variety of reasons such as drink / drug drive blood results showing that they were under the legal limit or for example a number of suspects being stopped in a vehicle which has weapons / drugs on board and one suspect is later identified / admits possession of the item(s) they would be charged and the others released.

From the total arrests over the last 12 months, officers on the funded team are arresting approximately 49 suspects each annually. The vast majority of these are the direct result of proactive or intelligence led policing.

Stop and Search

Between November 2020 and October 2021 the team have conducted **480** stop and searches.

Due to lack of access to data at present, scrutiny of the stop and search figures are limited, however the following has been established, over a 6 month period.

Between March and September 2021, the team conducted 246 stop and searches. Of these searches, the team has achieved a positive result on 111 of these occasions (this is where an item is found and leads to a positive disposal, such as a PND or arrest.) This is a 45% success rate!

Havering Police as a whole conducted 2112 stop and searches between March and September 2021, meaning that the HJTF conducted 12% of all searches conducted in Havering.

Of these 2112 stop and searches in Havering, 365 resulted in positive action, equating to a 17% success rate.

In East Area BCU (Havering, Redbridge and Barking and Dagenham), the total number of Stop and searches conducted during the same period was 7968. The positive result of these were 27%

These figures really highlight the pro-activity and intelligence led policing that the team are presenting and their success rates (that vastly outnumber their BCU colleagues) should be celebrated.

Intelligence

Havering Joint Task Force has submitted **267** CRIMINT reports between November 2020 and October 2021. Intelligence sharing is vital in the fight against crime and leads to further arrests by this unit and others. It is also vital in securing sufficient evidence when applying for search warrants, opposing bail and targeting those who commit crime in Havering.

Stolen Vehicles

Havering Joint Task Force have recovered an incredible **116** stolen vehicles across Havering, between November 2020 and October 2021.

The team carefully plot where the vehicles have been found, which criminal groups are likely associated and gather evidence such as CCTV and conduct door to door enquiries to identify offenders.

It should also be noted that the finding of these vehicles has led to numerous arrests/convictions either by us directly or via forensic examinations.

Traffic Offence Reporting (TOR)

Havering Joint Task Force conducted numerous stops of vehicles across the borough. The team use intelligence led policing to specifically target regular offenders and criminals who use vehicles in order to commit crime.

When opportunities present themselves the team will report drivers for offences. The team has processed/reported a total of **52** drivers between November 2020 and October 2021. On occasions where the offender has no drivers licence or insurance the police have the power to seize the vehicle under s165 Road Traffic Act.

Offenders can only reclaim these vehicles once they have proof of insurance, a valid UK driver's licence and have paid accrued fines.

During this period, a total of **67** vehicles were seized by the team.

Penalty Notices for Disorder (PNDs)

Havering Joint Task Force are committed to drive down drug supply and drug use within the borough. The team regularly issues PND's when suspects are found in possession of cannabis following a stop/search.

Penalty Notices allow the team to remain deployed across the borough and save a lot of time in lengthy custody procedures.

The issuing of a PND is the equivalent of an Offence Brought to Justice (OBTJ) and counts as a sanctioned detection. The offender has 28 days to pay a fine of £90.

Between November 2020 and October 2021 the five officers on the Joint Task Force issued **63** PND's to drug offenders across Havering. This is a cumulative total of £5670 fines for drug possession.

Crime Reporting (CRIS)

Havering Joint Task Force officers recorded a total of 126 crime reports across Havering between November 2020 and October 2021.

All crimes reported by the team are for the purpose of investigating crime that have been specifically identified/attended to by the team.

For example a CRIS is recorded when the team issue a PND for cannabis possession.

This does not take into account the numerous crime reports we have updated which were linked to stolen vehicles or outstanding/wanted suspects for example.

COPA Files (Case Files)

Between November 2020 and October 2021, the team created a total of **125** COPA files. The purpose of these is to pass evidence/information to the CPS/Courts.

Whenever HJTf send a suspect to court for disposal a COPA file must be created and all evidence related to the offences attached. This can be a time consuming process which can be exasperated by repetitive CPS Actions/Memos.

Again this does not take into account the already created COPA files for which HJTf have arrested an outstanding suspect for.

	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	TOTAL
ARRESTS	20	16	22	27	31	19	23	15	20	12	26	18	249
STOP/SEARCH	68	35	68	53	48	34	41	17	38	42	26	28	498
PNDS	13	5	10	7	4	3	4	2	5	2	2	6	63
TOR	5	3	4	7	6	2	1	3	5	5	3	8	52
COPA	7	5	12	14	14	20	11	9	10	5	10	8	125
CRIMINT	36	18	36	36	20	9	17	5	36	18	22	14	267
CRIS	16	6	12	14	10	10	12	6	10	9	6	15	126
STOLEN VEHICLES FOUND	13	2	7	8	13	10	9	13	6	14	14	7	116
SEIZED VEHICLES	7	3	3	11	10	7	3	4	3	3	3	10	67

Work Return

Operation Gambler - This is a cross border initiative with Essex Police, which takes place two nights a month. This operation targets those criminals who cross the Havering/Essex border with the sole intention of committing crime. We specifically target high harm offenders such as gang nominal, habitual knife carriers, robbers, burglars and drug dealers.

Havering Joint Task Force are solely responsible for the planning and execution of this operation. PS Tanner secures funding through CATO every month, prepares a briefing and arranges other Met Police specialist units to take part.

In total 25 of these operations, have now taken place hundreds of suspects have been arrested, lost or stolen vehicles recovered and weapons and drugs seized, all as a result of pro-active, intelligence led policing.

Furthermore this joined up working with Essex Police and MPS specialist units such as dog section, traffic and Spider teams has meant that these units will often patrol Havering working alongside Havering Joint Task Force at no additional cost!

Social Media

The team regularly share good news stories and crime prevention advice with the public, via twitter, publishing 68 tweets between November 2020 and October 2021. The team have seen significant public interest and positive reactions to their tweets.

Some sample tweets originating from the team include:



Summary

Havering Joint Task Force is one of the most productive operational unit in East Area given that it is made up of just 5 uniformed police officers.

The results achieved by this small team are simply outstanding. The vast number of suspects brought to justice has clearly made Havering safer for its residents and communities.

The team have worked tirelessly throughout the past year and despite the COVID19 pandemic and various aide commitments have achieved some excellent results.

Glossary of Terms

CRIMINT	Police CRIMINT system which is used to capture intelligence, such as information about properties which may be used for cultivating drugs.
CRIS	Crime Reporting Information System – Metropolitan Police Database which captures all allegations of crime
Ink Pad	Metropolitan Police mobile fingerprint system, used to support on-street identification of individuals who fall into the Identity Not Known (INK) category.
MERLIN	Merlin is a database run by the Metropolitan Police that stores information on children who have become known to the police for any reason. This can range from being a victim of bullying, being present whilst a property is searched, missing children and reporting concerns regarding vulnerable adults.
PND	Penalty Notice for Disorder. This is a form of Fixed Penalty Notice with a penalty amount of £60 or £90. The PND can be used for lower level offences committed by a person over the age of 18.
COPA	A system which generates cases and stores evidence for court. Direct links to CPS for which cases are built.

IMPLICATIONS AND RISKS

Financial implications and risks:

There are no financial implications arising directly from this report which is for information only.

Legal implications and risks:

There are no apparent legal implications in noting the content of this Report.

Human Resources implications and risks:

There are no specific Human Resource implications or risks arising directly from this report.

Equalities implications and risks:

This report relates to information requested by the committee rather than policy. There are no direct equalities implications or risks associated with this report.

The Public Sector Equality Duty (PSED) under section 149 of the Equality Act 2010 requires the Council, when exercising its functions, to have 'due regard' to:

- (i) The need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
- (ii) The need to advance equality of opportunity between persons who share protected characteristics and those who do not, and;
- (iii) Foster good relations between those who have protected characteristics and those who do not.

Note: 'Protected characteristics' are age, disability, gender reassignment, marriage and civil partnerships, pregnancy and maternity, race, religion or belief, sex/gender, and sexual orientation.

The Council is committed to all of the above in the provision, procurement and commissioning of its services, and the employment of its workforce. In addition, the Council is also committed to improving the quality of life and wellbeing for all Havering residents in respect of socio-economics and health determinants.

This page is intentionally left blank



HM Prison &
Probation Service

Page 69

National Probation Service

Update on Probation Unification

October 2021

OFFICIAL-SENSITIVE

[insert region]

Agenda Item 7

Today's Objectives

1

Provide an Update
on the unification of
the Probation
Service

2

Provide an
opportunity to
discuss how these
changes might
impact our
organisations,
delivery and
outcomes for
people on
probation

3

Clarify our current
status in Barking,
Dagenham and
Havering

National Probation Service: Strategic Context

The Purpose of Probation

- As set out in law, probation services aim to:
 - Protect against further offences: protect the public, empower those that commit crimes to want to make positive changes and reduce the likelihood of reoffending, and
 - Address the harm caused by the original offence: highlight the effects of crime on victims and facilitate appropriate punishment

Page 72

Our reform of probation services, as outlined in [The Target Operating Model for Probation Services in England and Wales](#), will:

- Stabilise the probation landscape
- Reinforce its ethics
- Ensure that core services are properly delivered
- Innovate and improve the way these services are delivered to better achieve probation's aims

The foundations of our probation service are to 'Assess, Protect and Change'

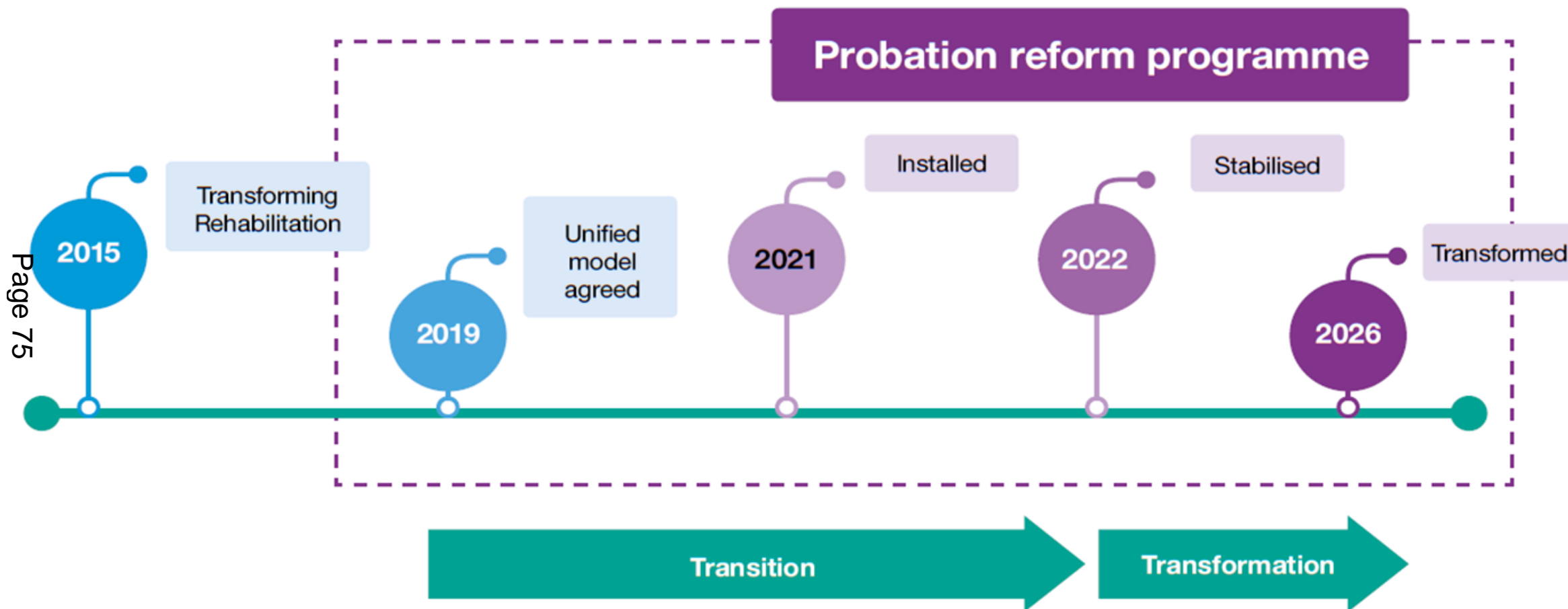
Probation Service Vision and the HMPPS Business Strategy

- The new probation model is grounded in the HMPPS Business Strategy, which sets out our vision to work together to protect the public and help people lead law abiding and positive lives
- Four principles inform how the probation service will 'Assess, Protect and Change':
 1. Enabling people to be their best: investing in our people to make sure they have the tools to do their jobs well and reach their full potential
 2. Transforming through partnerships: working closely with our partners to deliver a more holistic service that elicits positive change and keeps the public safe
 3. An open, learning culture: consulting with our colleagues and stakeholders, including people on probation, to learn from each other and look externally at good practice to improve our services
 4. Modernising our estates and technology: making our working environment safe and flexible; harnessing data and technology to facilitate more effective working practices
- We will achieve this on 26 June 2021, Day 1 of the new unified probation service, by bringing together the best of the public and private sectors, following the end of CRC contracts

The Case for Probation Change

- Probation services are a critical strategic partner central to ensuring that justice is delivered, supervising more than 250,000 individuals at any time
- Significant external scrutiny of the current probation system – the Justice Select Committee, National Audit Office and Her Majesty's Inspectorate of Probation have recognised the challenges and called for reform
- Effective probation must be a vital part of wider, local public service delivery, aiding responsiveness to local priorities and needs while ensuring that people on probation have equitable access to these services
- The new system aims to deliver the cross government ambition to increasingly promote the use of mental health treatment, alcohol treatment and drug rehabilitation requirements
- Implementing the Commissioning of Rehabilitative Services model enables supervising officers to access a range of local support services, to meet typical probation caseload needs
- Changes to probation are being made in tandem with other significant programmes of reform and delivery across HMPPS and its contracted providers

National Probation Service: Change Timeline



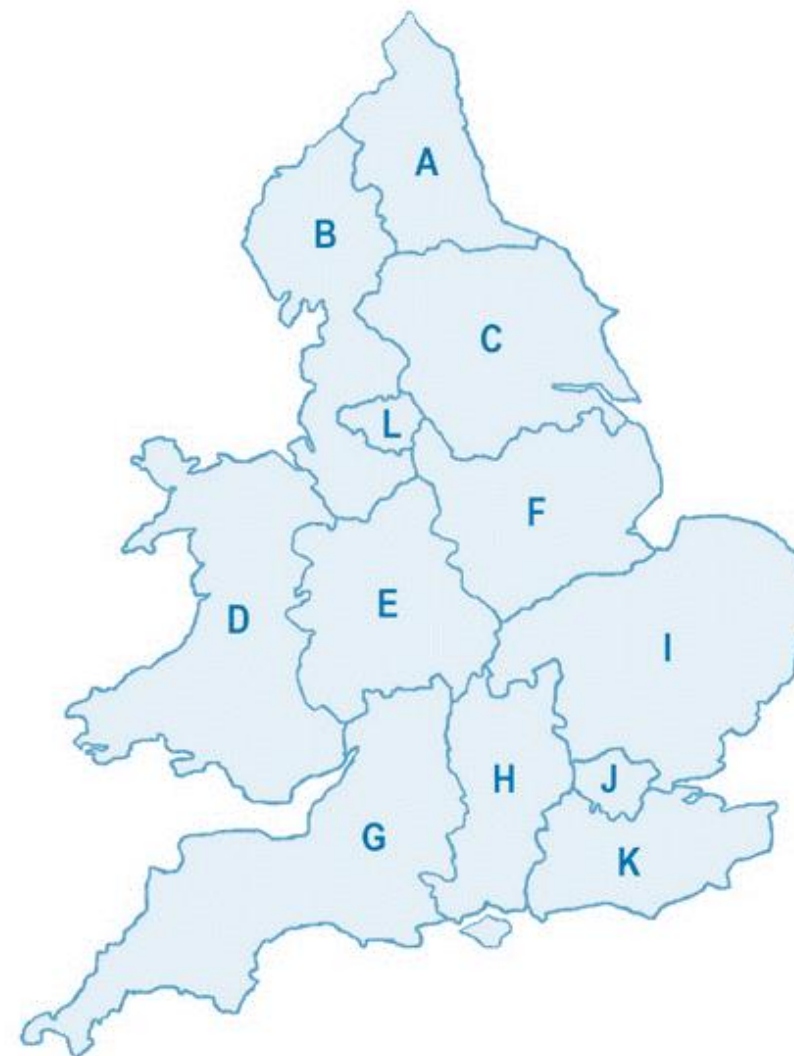
National Probation Service: Change Delivered

National Probation Service: Change Delivered

- Offender management moved to the NPS in Wales in December 2019
- Creation of 12 probation regions in England and Wales: 11 new probation regions in England, plus Wales
 - Led by 11 Regional Probation Directors in England who provide strategic leadership and are responsible for the commissioning and delivery of probation services; the NPS Director in Wales performs the same function
 - Regional footprints reflect caseload volumes and better align with local Police and Crime Commissioners and other public sector boundaries
- Delivery of a [Target Operating Model](#) to establish a strengthened probation service that keeps the public safe, supports victims of crime and tackles the often complex causes of offending, supporting a robust criminal justice system that commands public confidence and supports future change

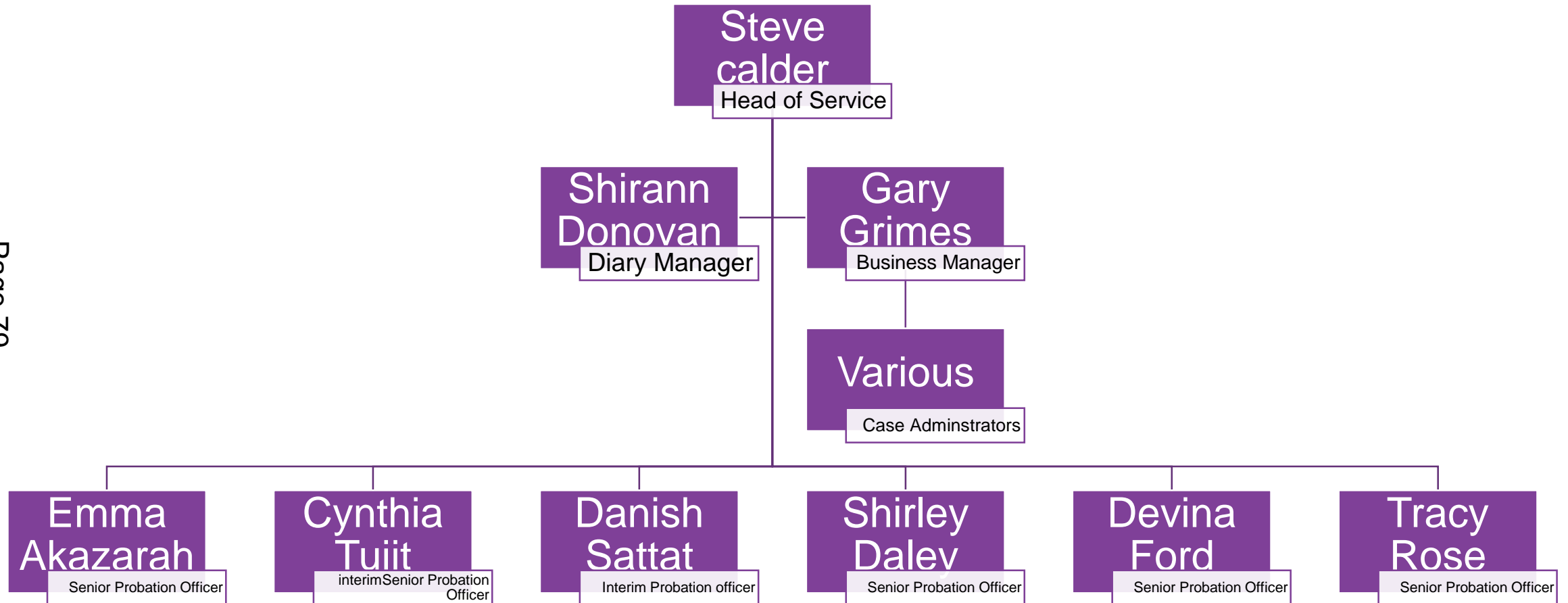
National Probation Service: Change Delivered

Code	Region
A	North East
B	North West
C	Yorkshire & the Humber
D	Wales
E	West Midlands
F	East Midlands
G	South West
H	South Central
I	East of England
J	London
K	Kent, Surrey & Sussex
L	Greater Manchester



Barking, Dagenham and Havering

Page 79



Day 1 Change: Organisation Headlines

Sentence management delivered by a single organisation, bringing responsibility for the management of all people on probation in to the National Probation Service by integrating Community Rehabilitation Company and NPS Sentence Management

New operational structure: eleven regions and Wales, led by twelve Regional Probation Directors with clear accountabilities between delivery of Sentence Management and outsourced interventions

Transformation through **partnerships** to deliver effective, innovative rehabilitation services, working with all potential providers of probation services, regardless of sector, to improve service delivery
Our priority is to ensure the best service for the public we serve

Modernising our estate and technology to enable reform, to support service delivery
Upgraded technology will enable better recording, sharing and use of data to inform decision making and facilitate better ways of working

Preventing victims by changing lives

OFFICIAL-SENSITIVE

Day 1 Change: Workforce and Culture

Our workforce is central to the successful delivery of probation reform

The new probation service presents an exciting opportunity to invest in our workforce

1. Recruit more staff to meet demand
2. Build a diverse workforce representative of the communities we serve
3. Provide staff with manageable workloads to support the provision of a high quality service
4. Deliver comprehensive, modern staff learning and development
5. Ensure our workforce is supported by the right structures and encouragement to maintain mental and physical health
6. Modernise our estates and digital solutions to provide staff and people on probation with modern, safe, enabling environments
7. Foster confident leaders who inspire and empower others, including strong regional leadership
8. Learn lessons from across the NPS, CRCs and their supply chains, to harness successes, including operations during Covid-19

Stabilisation and move to blended caseloads:

- Pre transition training for all legacy CRC staff
- the transition from unification to the full targeting operating model is a gradual one as highlighted in the timeline above. Whilst locally we will undertake some staff movement between teams to ensure the appropriate resource sits across the PDU there are no plans for wholesale movement of allocated caseloads between operational staff.
- Teams now restructured
- Staff training and gradual move to blended caseloads

Page 82



[insert region]

Preventing victims by changing lives

OFFICIAL-SENSITIVE

Recovery from Covid-19

- The COVID-19 pandemic:
 1. Resulted in significant challenges to the delivery of probation services
 2. Prompted us to adjust our model to bring the delivery of Unpaid Work, Accredited Programmes and Structured Interventions into the new probation service
 3. Enabled us to learn from alternative delivery approaches that we have adopted and are now embedded in our [Target Operating Model](#)
 4. Currently working towards BAU, Staff in 3 days per week and have returned to Face to Face reporting in line with new national standards

National Probation Service: Day 1 Change Service Delivery

Day 1 Change: Accredited Programmes

1. All staff delivering Accredited Programmes, including our Divisional Sex Offender Unit teams, will work in the probation service in new Interventions teams in our 11 regions and Wales
2. Additional eligibility and suitability checks are in place to ensure the right people on probation are on the right programmes
3. New timeliness checks are in place at six and three months from the end of sentence, to ensure requirements are completed in time and improve sentencer confidence
4. Programme delivery still impacted by Covid but group sizes increasing and plans to address backlog

Page 85

Day 1 Change: Community Payback

1. Delivery of Community Payback has return to internal delivery and sits under interventions directorate
2. CP significantly impacted by Covid and a centralised position on how to deal with this is in place
3. Placements are still limited but capacity increasing

Page 86

Day 1 Change: Commissioned Rehabilitative Services

The case for change

- One of a range of services supporting the 'Change' element of 'Assess, Protect and Change'
- Available to those with a Rehabilitation Activity Requirement and On Licence
- Allows HMPPS to commission a greater range of regional resettlement and rehabilitative services from specialist organisations, maximising local partnership working; first contracts awarded
- Enables service delivery tailored to meet the diverse needs of people on probation, supporting improved outcomes

Day 1 change

1. Detailed service specifications based on evidence, subject matter expert and operational input
2. Service delivery to meet key needs: Accommodation; Employment, Training and Education; Personal Wellbeing; and Women's Services
3. Includes tailored interventions to address: acuteness of need; the needs of particular cohorts; people with protected characteristics
4. Pre release accommodation and mentoring services available
5. Locally delivered regional and Police and Crime Commissioner level contracts from Day 1
6. Local contract and commissioning resource to explore effectiveness and work alongside local justice partners to inform re commissioning

Day 1 Change: Commissioning

1. Commissioning of other non enforceable outsourced interventions will change
2. Regional Probation Directors, HQ commercial support and regional contract management and commissioning teams will have responsibility for commissioning services
3. They will understand the rules and processes for commissioning and co commissioning, including what the Regional Outcome and Innovations Fund (ROIF) funding may / may not be used for
4. A mechanism is in place that allows those we commission services from to submit payment requests and support payment queries

In Greater Manchester, the NPS is working with the Greater Manchester Combined Authority to co-commission rehabilitative services.

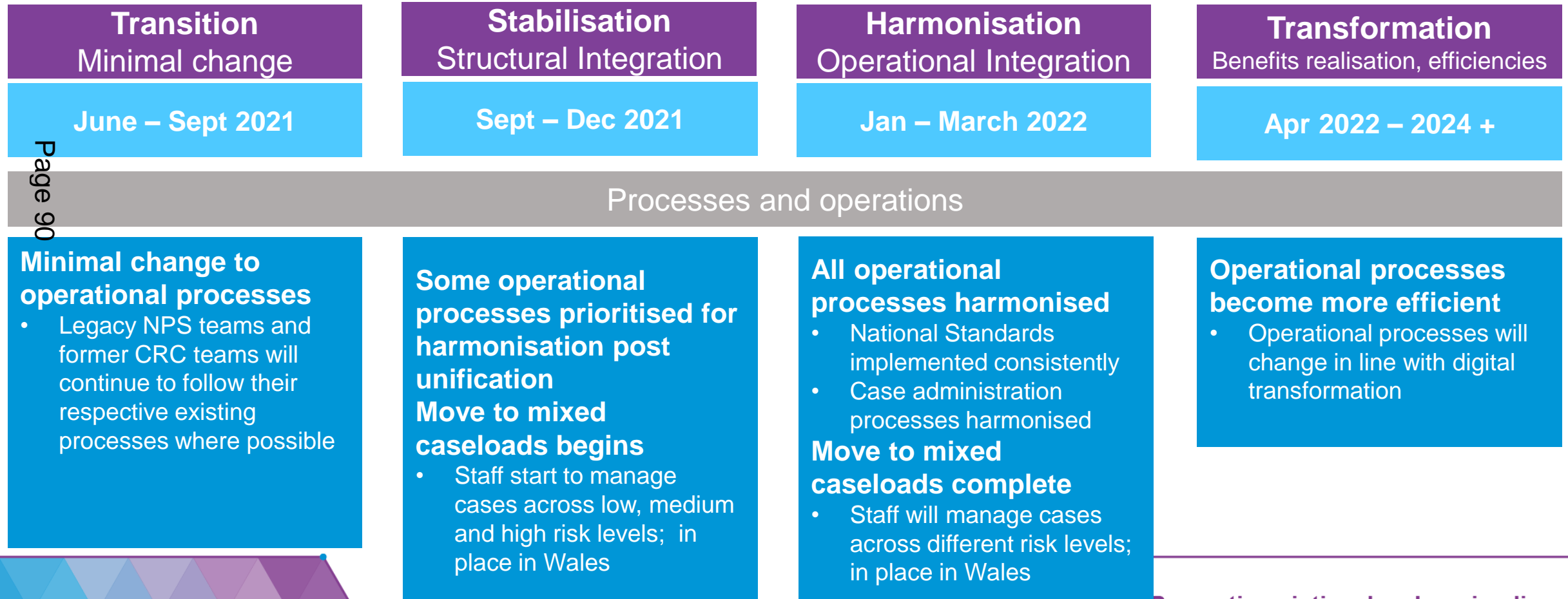
We are also co-commissioning women's services in London, with MOPAC.

National Probation Service: Future Change

Post Day 1 Change: 27 June 2021 Onwards

We will look to implement further changes to stabilise and transform services to achieve [The Target Operating Model for Probation Services in England and Wales](#)

Our high level roadmap for achieving this:



Longer Term Probation Reform

Consistent supervision and targeted rehabilitation

Trusted contribution to the delivery of justice in courts

A more fully resourced, skilled, responsive and resilient workforce

A flexible, responsive and collaborative system

Page 91

Preventing victims by changing lives

OFFICIAL-SENSITIVE

Feedback, Questions and Next Steps

THANK YOU

This page is intentionally left blank