



## Town Centre Operational Delivery Plan



### Introduction

During the last few years Middlesbrough has seen a steady increase in begging, rough sleeping and street drinking primarily linked to fund the use of class A drugs (heroin, crack cocaine and prescription drugs). Levels of public tolerance have further declined and fear of crime has increased. Both street drinking and begging have a negative impact on the social regeneration of the town. In particular, town centre businesses and licensed premises find the presence of beggars invasive and threatening and are having a detrimental effect on their business. During the night time economy, these individuals particularly frequent cash points and thoroughfares with a high footfall for example, Linthorpe Road, Southfield Road and Cineworld. Night time revellers and vulnerable/international students are often targeted. Initial research has established that the majority of day time shoppers and office workers are generally sympathetic towards begging as they believe that individuals are genuinely homeless and hungry, despite 27 local charities and businesses offering free food on a daily basis.

One of the key issues relating to tackling the begging problems in Middlesbrough is the fact that individuals can often earn a significant amount of money each day by taking donations from generous members of the public. Some of these individuals are reported to earn in excess of £300 per day. In the majority of cases this "income" is used to feed their drug and/or alcohol addiction. Generally members of the public perceive that all street beggars within Middlesbrough are actually homeless, despite the fact that 70% have either a secure tenancy or some form of supported accommodation. Many that engage in this street culture lead very chaotic lifestyles, making it extremely difficult to change their behaviour. A decision to disengage from begging, therefore, is not just a matter of enforcement, but the individual client making a decision to make a positive lifestyle change. Work so far has revealed a total of 30 prolific beggars with a further 10 occasional or transient individuals.

With this in mind, Middlesbrough Council and Cleveland Police have agreed to establish a new multi-agency Town Centre Team to tackle these issues.

## Operational Delivery Plan

The strategy to tackle street begging and street drinking builds firmly on the work undertaken and the principals of a dual approach of police enforcement together with provision of outreach services to engage people into services. On the one hand the access to support services is seen as key to tackle the problems of substance misuse, including accommodation needs as well as health services. On the other hand, we must also deliver a clear message to the public, beggars and street drinkers alike, that we are actively tackling the issue by using a range of enforcement and voluntary powers available to the Agencies involved in a co-ordinated, coherent, focused and targeted approach.

There is also the need to raise awareness of the reasons and causes that give rise to drinkers and beggars. The actions being taken by partners also need to clearly communicate what action is being taken to address these issues. There are a range of actions that will be taken to deliver information to the public. Agencies are requested to sign up to delivering the outputs and outcomes contained within this action plan.

In ensuring outputs and outcomes are delivered, this action plan will come with the endorsement of Middlesbrough's Community Safety Partnership.

In order to achieve this vision there needs to be a significant shift from the current trends towards:

- (a) Intelligence gathering (victim, offender, location)*
- (b) Preventative measures*
- (c) Enforcement*
- (d) Communication*

The following action plan sets out suggested outcomes in relation to these aims, identifies potential actions and proposes measures which can be adopted to monitor progress (or otherwise). The plan will be updated and monitored by the Town Centre Team Project Manager.

<b>Key issues</b>	<b>Intelligence gathering (victim, offender, location)</b>				
Action	Desired outcome	Lead owner	Timescales	Progress	Status
Perpetrator identification	Update begging action plan to inc; background info, photos, housing status, benefit entitlement & agencies involved	JH	Sept 2017	Completed	
Establish locations of begging	Map day/night time locations to identify deployment requirements	DD	Aug 2017	Completed	
Establish town centre JAG	Multi agency coordination & deployment	JH/JP	Oct 2017	RJ/JP to attend initial Joint Alcohol Health & Crime Partnership to establish if separate JAG required	
Deployment patterns to reflect demand	Need to determine appropriate shift cover (including evenings) to prevent displacement	RJ	Oct 2017	MBC Staff & PC currently working 9am-5pm. PCSO's on shift pattern. RJ to continually review.	
List of affected town centre businesses	Identify repeat victims to ensure regular support & feedback provided	DD/PCSO	Aug 2017	Completed. All businesses now visited on a regular basis.	
Ensure TCT obtain daily CCTV & warden reports	Increased intelligence & information sharing	JH	Sept 2017	Completed	
Log all begging perpetrators on E-Cins	Increased intelligence & information sharing	RJ	Oct 2017	All prolific beggars now recorded on E-Cins.	
Use of statements from town centre businesses	Increased evidence of "harassment, alarm & distress" for CBO applications	DD/PC GT	Oct 2017	Ongoing – consider using 1 impact statement for all CBO's	

Ensure CCTV & Wardens have access to photos	To aid identification of perpetrators	SW	Sept 2017	Completed	
Review attendance @ multi agency begging meeting	To ensure relevant agencies included i.e. Public Health, Adult Social Care etc	JH	Oct 2017	Initial meeting 9/10/17. Additional agencies identified have been invited to future meetings.	
Identify "top 5" worst offenders	Target most problematic who are refusing to engage	DD/PC GT	Oct 2017	Completed.	
Brief Town Centre Security Guards & share photos	To aid identification of perpetrators	JH/SS	Oct 2017	Attended MRCP Operational meeting 10/10/17. Photos shared.	
CCTV & Warden reports to be shared with TCT daily	Intelligence sharing & evidence gathering	JH	Oct 2017	Completed – TCT added to circulation list	
Hold daily briefings with town centre team	Discuss daily priorities & tasking. Weekly team meetings to take place to review action plan.	JH/RB	Oct 2017	Implemented	
Use of analytical data	Police/Council data to be utilised to assist performance monitoring	JH/RJ/PC	Oct 2017	Draft performance targets agreed. Work ongoing with CSP Analyst.	
Daily town centre patrols (Police, NSO, PCSO's & Wardens)	Identify beggars, rough sleepers & street drinkers	Town Centre Team	Sept 2017	Completed. Daily patrols taking place. Identifying need and involving BBP where appropriate	
Liaise with University Security Team	Obtain CCTV evidence from Southfield Road vicinity	PCSO Severs	Oct 2017	University Security Manager contacted. Information now being shared.	

Key issues	Preventative measures				
Action	Desired outcome	Lead owner	Timescales	Progress	Status
Address Housing issues with Thirteen & Commissioned Services	Increased rehousing & homelessness prevention. Establish Fastrack pathway for rough sleepers	JM	Sept 2017	Met with JG & JMc. Agreed processes to enhance homelessness procedure.  Commissioned Services to be contacted separately by AR	
Ensuring beggars are aware of how to seek support	Establish choice card to include a range of support/charitable organisations	DD	Nov 2017		
Multi agency meeting to discuss beggars	Liaison with key partners including homeless providers	JH/AL	Oct 2017	Initial meeting 9/10/17. Monthly meetings now taking place @ Stages Academy.	
Identify all MBro free food outlets	Update MBC free food leaflet for inclusion in publicity campaign	AR	Nov 2017	Ongoing	
Address I.D issues	To enable perpetrators to access housing with relevant identification	JM	Oct 2017	JM has contacted Registrars re issuing of free Birth certificates	
BTB referrals	Ensure "top 10" are referred into BTB scheme	All	Sept 2017	Completed	
Housing Benefit eligibility issues	Need to agree referral pathway to aid housing applications	AR	Oct 2017	Completed	
Address Housing disrepair issues	Improved housing standards within PRS (to prevent rough sleeping as some individuals have reported living in poor housing conditions)	JH/SB	Sept 2017	JH met with PR & SB. Town Centre Team can now make direct referrals to EHO's following property inspections.	

Identify local homeless charities to work with	Promotion of charitable organisations via publicity campaign	AR	Nov 2017		
Consider voucher scheme incentives	Provide additional financial support to those in need	AR	Nov 2017		
Live Well Navigator Practitioners	Provide outreach work where appropriate	AR/JY	Nov 2017	Ongoing – held initial meeting with Navigators. JY to attend multi-agency meetings.	
Harm minimisation	Address needle issue, liaison with Public Health	AR	Nov 2017	Ongoing	
Identify suitable Ambassadors to work with TCT	Reformed street beggar to act as Ambassador for TCT.	AR/DD	Oct 2017	Met with Recovery Connections 18/10/17. 7 possible ambassadors identified. Awaiting availability & contact details of volunteers.	
Crime Prevention to work with local businesses inc MBro College & Teesside University	Offer crime prevention advice & target hardening to businesses & student union groups	KC/PCSO	Nov 2017	Initial meeting held with Police Crime Prevention Officer 3/10/17. Work ongoing.	

Key issues	Enforcement				Status
	Action	Desired outcome	Lead owner	Timescales	
Address busking issue	Consider introducing license scheme for busking.	JH/TH	Nov 2017	Meeting to take place with Licensing 13/11/17	Yellow
Big issue selling	Ensure all sellers are licensed	JH/TH	Nov 2017	Meeting to take place with Licensing 13/11/17	Yellow
Obtain details of all beggars subject to current Orders	Need to establish who is currently subject to Court Orders/expiry dates	DD/PC GT	Oct 2017	Completed	Green
Establish "top 5" persistent beggars & liaise with Police Comm Safety	Seek CBO or Injunctions against all who are failing to engage	DD/PC GT	Oct 2017	Completed	Green
Draft briefing paper for Magistrates Court	Need to clearly demonstrate impact that begging is having on town centre	JH/CC	Oct 2017	Ongoing	Yellow
Attend Court User Group	To provide regular updates re current town centre issues	JH/CC	Nov 2017	Awaiting info from Legal.	Red
CPS Involvement	Address poor sentencing outcomes	MBC/Police Legal	Nov 2017	Awaiting info from Legal.	Red
Highlight top 5 to Response Teams	To ensure positive action taken against most prolific.	RJ	Oct 2017		Red
Ensure Top 10 are subject to ABC's	To aid enforcement	DD	Oct 2017	Completed	Green
					Green
					Green

Key issues	Communication				Status
	Action	Desired Outcome	Lead owner	Timescales	
Meet with newly appointed town centre staff	Inform staff on aims & objectives, regular updates & provide team with opportunity to input ideas	JH	Sept 2017	Completed	
Visit all affected businesses to provide team overview & reporting mechanisms	Reduce fear of crime, increased confidence & regular feedback	All	Sept 2017	Completed. TCT carrying out regular reassurance visits.	
Regular case studies/good news stories	Marketing/Comms Plan	DR/JH	Nov 2017	Ongoing	
Promote TCT via quarterly Love MBro Magazine	Part of wider publicity campaign	DR/JH	Nov 2017	"News in Brief" column to include introduction to town centre team. Copy deadline 6/10/17	
MBC/Police website usage	Establish website page with overview of town centre team	DR/JH	Oct 2017	Website/link Page needs to be live in conjunction with initial Love MBro magazine	
Compare other national campaigns including poss visit to Leeds BC	Research best practice nationally. Agree key messages & develop campaign brief.	DD/PC GT	Nov 2017	Completed. Leeds visit arranged 22/11/17	
Publicity campaign/launch	Poster/leaflet campaign encouraging members of the public to give to local charities	DR/JH/RJ/SMc	Nov 2017	Agreed with Exec Member	



Work with Evening Gazette	Ensure local press have a better understanding of MBro approach to begging	MW	Oct 2017	MW to progress within the organisation to Gazette	
Monthly Exec Updates to Cllr Thompson	Need to agree key messages prior to campaign	JH	Ongoing	JH to provide monthly	
Social media – facebook, twitter & Instagram – regular blogs	Form material via publicity campaign	DR/JH/RJ	Nov 2017		
Explore opportunity for town centre businesses to support campaign	“buy in/pledge ” from local businesses	DR/JH	Nov 2017		
Enhance Radio communication	Explore possibility of joint radio link with MRCP	RJ	Oct 2017	MRCP provided 4 radios free of charge.	
Promote use of 101 number where evidence of begging is obtained	As part of wider publicity campaign	JH/RJ	Oct 2017		
Promote campaign via Monthly Business Breakfast Meetings	As part of wider publicity campaign	MMc/JH/RJ	Nov 2017		
Consider dedicated town centre number/email	Enhanced reporting mechanisms	RJ/JH	Oct 2017	JH currently liaising with I.T	
Pens with useful contact no’s	As part of wider publicity campaign	DR/JH	Nov 2017		

Myth busting leaflet	To provide the public with facts & figures to change current perception	DR/JH	Nov 2017		
Consultation with wider partner agencies & key stakeholders & major town centre employers	Raise awareness of team functions & encourage multi agency working	JH/RJ	Ongoing	To date briefed the following ; CSP, MRCP, TCG, Healthy Highstreets Partnership, Joint Alcohol Health & Crime Partnership, Homelessness Forum, MIMA, Enviro Health	
Teesside University & MBro College	Raise awareness via Student Groups	PCSO Severs	Nov 2017	Ongoing	
MBC weekly e-bulletin	Address perceptions & encourage all MBC staff to report incidents & discourage officers from giving money	DR/JH	Nov 2017		
Payslip message	Address perceptions & encourage all MBC staff to report incidents & discourage officers from giving money	DR/JH	Nov 2017		
Regular Members update	Ensure regular feedback to elected ward members	JH/RJ/MW	Ongoing	MW held initial meeting with relevant ward members. Monthly update to be produced	
Establish Fortnightly comms meetings	Ensure comms plan progressing as per timescales	JH/DR/AP		Initial meeting held 2/10/17. Awaiting board direction before contacting press officers.	
That the public information campaign to encourage people to 'Think before you Give' be widely	Revisit all shops and bars and request to display posters	JH	Nov 2017		

advertised and promoted across Middlesbrough.					
That a charity donation box be installed in the Town Hall to allow members of the public to make an instant donation to a homelessness charity.	Discuss at Homeless Forum on 29/11/16 and identify relevant charity.  Receive charity donation box from agreed charity and arrange installation in Town Hall	AR/DD	Nov 2017		