To the Mayor and Councillors of the London Borough of Lambeth

APPENDICES FOR ITEMS 7, 8, 10 AND 11

YOU ARE SUMMONED TO ATTEND A MEETING of the COUNCIL to be held in Council Chamber, Lambeth Town Hall, Brixton Hill, SW2 1RW on Wednesday, 9 July 2008 at 7.00 pm

Contact
Department of Finance and Resources
Legal & Democratic Services
London Borough of Lambeth,
Lambeth Town Hall, Brixton Hill,
London, SW2 1RW

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Tuesday, 1 July 2008
AGENDA

Appendices to reports – bulky appendices are published on the website www.lambeth.gov.uk and can be obtained from Democratic Services. They are not circulated with the agenda.

7. Reports of Cabinet Meeting (16.06.08) 1 - 150
   See attached appendices.

8. Reports of Standards Committee Meeting (01.07.08) 151 - 252
   See attached appendices.

    See attached appendices.

    See attached appendices.
Executive summary

In January 2007 Lambeth First (the borough’s Local Strategic Partnership) requested a detailed review of the existing Community Strategy to take account of the latest government guidance on Sustainable Community Strategies and to ensure that the strategy addressed new/persistent challenges facing the borough.

This review led to the development of a new Sustainable Community Strategy (2008-2020). This revised strategy builds on the 2004 Community Strategy, reflects the vision/long term outcomes that Lambeth First wishes to achieve for the borough and provides a clear direction for the work of the LSP in the medium and long term. This new Sustainable Community Strategy is underpinned by a three year action plan which is the new Local Area Agreement (2008-2011) for Lambeth.

The Sustainable Community Strategy takes as its central focus the concept of worklessness, as analysis has shown that tackling this core problem will lead to wider improvements in quality of life. It also sets out how the partnership will tackle the wider economic, social and environmental issues facing Lambeth in order to achieve a thriving and prosperous borough.

Summary of financial implications

The Sustainable Community Strategy and Local Area Agreement will deploy existing partnership resources, including the Working Neighbourhoods Fund to deliver the strategy. In addition, partner organisations of Lambeth First will be expected to cascade the priorities of the Sustainable Community Strategy and medium term priorities of the
Local Area Agreement through their organisations via their own service and financial planning processes.

**Recommendations**

**Cabinet**

1. That the Sustainable Community Strategy 2008-2020 at Appendix 1 be endorsed and referred to Council on 9 July 2008 for final approval.

2. That the draft Local Area Agreement 2008-2011 contained within the Sustainable Community Strategy (Appendix 1) be approved, subject to Council approval of the recommendations set out below.

**Council**


2. To concur with Cabinet’s approval of the draft Local Area Agreement.

3. To agree that the function of approving the Local Area Agreement be discharged by Cabinet as an executive function.

**Consultation**

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<tr>
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Background documents
SCS/LAA Consultation Report 2008
State of the Borough Report 2008
LAA Story of Place / LAA Submission March 2008
Lambeth Residents’ Survey 2007
Local Area Agreement Direction issued by the Secretary of State on 5 March 2008
Variation to the Secretary of State’s LAA Direction issued 28 May 2008

Appendices

- Appendix one: Moving Forward Together: Lambeth’s Sustainable Community Strategy (2008-2020)
Sustainable Community Strategy 2008-2020 and Local Area Agreement 2008-2011

1. Context

1.1 In January 2007 Lambeth First requested a detailed review of Lambeth’s existing Community Strategy which was approved in 2004. The aim of this review was to ensure our Community Strategy took account of new government guidance around the need to develop a Sustainable Community Strategy, ensure that the strategy addressed new challenges facing the borough and continued to effectively tackle persistent issues. This review is now complete and has led to the development of a new Sustainable Community Strategy (2008-2020).

1.2 Once approved, the new Sustainable Community Strategy will be the overarching long term strategic plan for the borough and, as such, will influence all other partnership strategies, plans and policies. The strategy will be owned by Lambeth First and implemented by its partners – which include Lambeth Council.

1.3 In addition, to ensure delivery of the Sustainable Community Strategy the council has worked with Lambeth First partners to develop a refreshed Local Area Agreement for the borough. This sets out improvement priorities for Lambeth over the next three years and should be viewed as the key medium term delivery plan for the Sustainable Community Strategy.

2. Proposals and reasons

Sustainable Community Strategy

2.1 As a key partner within Lambeth First and a provider of major public services to the community, it is vital that the council supports the long term focus of the Sustainable Community Strategy and proactively works with partners within Lambeth First to deliver the strategy’s outcomes. To ensure there is political support for the strategy, Cabinet and Full Council are therefore being asked to endorse and approve the strategic focus of the document respectively.

2.2 Specifically, the Sustainable Community Strategy consists of the following elements:

2.2.1 A proposed long term vision for the borough which is consistent with the council’s vision, as expressed within our refreshed Corporate Plan (2008-11). The vision aims to ensure that by 2020 “Lambeth is a diverse, dynamic and enterprising borough at the heart of London.”

2.2.2 Underpinning this vision, the Sustainable Community Strategy sets out seven long-term outcomes. These will focus our efforts and enable the partnership to deliver the strategy’s vision. These are:

- Lambeth is a great place to do business with higher levels of investment and business growth
- Greater wellbeing for households through higher numbers of residents in employment
• Children and young people are on the path to success through the provision of good quality education, training and jobs which reduces the risk of exclusion and offending
• Safe and cohesive places where people are empowered and have the confidence to play active roles in their communities
• Improved health and wellbeing of people which enables them to live active and independent lives
• Lower levels of poverty and social exclusion in Lambeth by helping more of our socially excluded adults in employment, education and training
• Mixed and sustainable communities with an increased supply of new homes, improved existing dwellings and a high quality physical environment

Together, the vision and outcomes are also consistent with the emerging vision in the Local Development Framework’s Core Strategy. Once complete the Local Development Framework will guide spatial planning within the borough. Alignment between the Sustainable Community Strategy and Local Development Framework will ensure spatial planning is consistent with the long term direction of the borough, as set out in the Sustainable Community Strategy.

2.2.3 Our core theme running through the strategy, and addressed within each outcome, is the issue of worklessness. Our analysis identified worklessness as being a key causative factor of many of the issues facing Lambeth such as poverty and social exclusion. These issues in turn led to poor health, crime, poor education and low aspirations. By framing our new Sustainable Community Strategy around worklessness we believe we can make a positive step toward breaking this cycle.

2.2.4 Finally, the Sustainable Community Strategy has set out four universal issues – equalities and community cohesion, sustainability, culture and neighbourhood working. In seeking to deliver our long term outcomes we will ensure that we will consider these issues when developing/delivering partnership actions and projects.

Local Area Agreement

2.3 In order to begin delivering the long term outcomes in the Sustainable Community Strategy over the next three years, the council and partners have developed a refreshed Local Area Agreement. This sets out key targets and areas of work we will seek to make progress against from 2008-11.

2.4 The Local Area Agreement was produced by a cross-cutting group from across the partnership and involved Lambeth First’s theme partnership boards. The Local Area Agreement closely corresponds to the outcomes within the Sustainable Community Strategy with a predominance of performance indicators around employment generation, skills development, supporting economically disadvantaged families/individuals and improving community safety.

2.5 However the Local Area Agreement is negotiated with central government, via Government Office for London, and the government’s emerging devolution agenda is being applied with varying success and purpose in different Whitehall departments. This means that in practice, Lambeth’s Local Area Agreement
resembles a ‘central-local agreement’ and has had to include some performance indicators required by central government for delivering PSA targets rather than performance indicators that correlate to the core focus of our Sustainable Community Strategy.

2.6 In developing our Local Area Agreement, statutory guidance requires the agreement to include ‘up to’ 35 performance indicators. Lambeth’s Local Area Agreement includes a full set of 35 indicators that seeks to balance local priorities with the needs of key Whitehall PSAs. It also includes three local indicators reflecting local needs. The full list of Local Area Agreement indicators and targets is contained within the Sustainable Community Strategy attached to this report.

2.7 In addition to seeking Cabinet approval of the LAA, recommendation 2 of this report is also seeking the approval of full Council. Although, unlike the Sustainable Community Strategy, there is currently no statutory requirement to obtain Council approval of the LAA, the draft statutory guidance Creating Strong & Prosperous Communities indicated that full Council should be responsible for formally adopting the LAA. As stated in the letter dated 5 March that accompanied the Direction issued by the Secretary of State, it was agreed in the light of responses to consultation that decisions as to who should be responsible for functions relating to LAAs should instead be a matter left to local discretion. The letter states:

“This was on the basis that LAAs are the delivery agreement for the long term objectives identified in the Sustainable Community Strategy and, as such, the objectives in the LAA should already have been subject to full council scrutiny and sign off…”

2.8 However, as the Sustainable Community Strategy has not yet been considered by Council, Council will be asked on 9 July to approve the Sustainable Community Strategy and ratify the LAA. Council will also be invited to agree that the approval of the LAA, or any revisions thereto, should be discharged by Cabinet as an executive function. This is addressed further in paragraph 4.6 below.

2.9 The Direction of the Secretary of State requires all of the authorities listed in the schedule thereto, including Lambeth, to prepare and submit to her, a draft LAA on or before 30th May. This has been achieved in negotiation with GOL although it has not been possible to arrange the necessary authority to delegate the approval of the LAA to Cabinet by this date. Officers have been informed that other authorities have also been affected by this very tight timetable and recent changes to the statutory position, as a result of which a revised Direction was issued by the Secretary of State on 28 May, prescribing a new deadline of 27 June for submission of the draft LAA. When submitting the draft LAA it will be made clear that this is subject to approval of Recommendation 2 above by full Council on 9 July and that any changes agreed by Council will be communicated to GOL immediately thereafter.

1 These are performance indicators in addition to the 35 which will not be monitored by Lambeth First but not by central government.
3. **Comments from Executive Director of Finance and Resources**

3.1 Lambeth First recognises that the long term outcomes within the Sustainable Community Strategy and the targets within the Local Area Agreement will need to be met through existing financial resources (Area Based Grant, partner organisation funding – which will include council funding) and any additional funding streams secured from central government – such as the Working Neighbourhoods Fund. However, Lambeth First are clear that many of the improvements sets out within the Sustainable Community Strategy and Local Area Agreement are not dependent on additional funding, rather they require the council and partners to work together more effectively to deliver services in new and innovative ways.

3.2 In addition, the council has already sought to ensure that, where possible, its organisational priorities/outcomes are consistent with those in the Sustainable Community Strategy. The refreshed Corporate Plan (2008-11) shows how the council’s priorities and outcomes contribute to the focus of the Sustainable Community Strategy and Local Area Agreement.

3.3 Further, as the Corporate Plan (2008-11) will underpin our service and financial planning process for 2009/10 – 2011/12, we will be in a position to ensure that the council contributes to the delivery of the Sustainable Community Strategy both in 2008/09 and over the medium term through its own financial resources.

4. **Comments from Director of Legal and Democratic Services**

4.1 By virtue of section 2, Local Government Act 2000, local authorities have the power to do anything which they consider is likely to achieve the promotion or improvement of the economic, social and environmental well-being of their area. This power may be exercised in relation to, or for the benefit of, the whole or any part of the authority’s area or all or any persons resident or present in their area.

4.2 The section 2 power includes power for a local authority to, inter alia, give financial assistance to, enter into an agreement with, or provide staff, goods, services or accommodation to, any person. However, the well-being power does not enable the authority to raise money, nor to do anything which it is unable to do by virtue of any existing statutory prohibition, restriction or limitation on its powers.

4.3 Section 4 of the Local Government Act 2000 places a statutory obligation on the Council to prepare a strategy for promoting or improving the economic, social and environmental well-being of their area and contributing to the achievement of sustainable development in the UK.

4.4 Part 5 of the Local Government and Public Involvement in Health Act 2007 provides for a Local Area Agreement ("LAA"), which is an agreement between a local authority and certain partner authorities, approved by the Secretary of State. It must be prepared by the local authority which will consult partner authorities and others (including persons from the voluntary and community sector and local businesses). The local authority and partner authorities are required to co-operate with each other in determining local improvement targets.
for the area to be included in the LAA. Part 5 also amends section 4 of the Local Government Act 2000 to provide that the local authorities which prepare LAA’s must consult partner authorities when preparing their sustainable community strategy.

4.5 Article 4 of the Council’s Constitution provides that the functions of the full Council include the approval and adoption of various policies, plans and strategies which together make up the Council’s budgetary and policy framework. These include the Sustainable Community Strategy. The Budget and Policy Framework Procedure Rules (Part 4, Section 3 of the Constitution) require that the Cabinet’s proposals in relation to any such policy, plan or strategy be submitted to full Council and that, in reaching a decision, the Council may adopt the Cabinet’s proposals, amend them, refer them back to the Cabinet for consideration or, in principle, submit its own proposals in their place.

4.6 Reference is made in paragraphs 2.7 to 2.9 above to the Direction issued by the Secretary of State on 5 March (and revised on 28 May), pursuant to section 106 of the 2007 Act, and to the covering letter which refers to the intention to amend the Local Authorities (Functions and Responsibilities) (England) Regulations 2000 so that the functions relating to the preparation, submission and modification of a LAA under sections 106, 110, 111 and 113 of the 2007 Act will be “local choice” functions, i.e. that may be, but need not be, the responsibility of Cabinet. It is therefore necessary for Council to make this “local choice” decision at the next scheduled ordinary meeting on 9 July but, in view of the deadline for the submission of the LAA the draft approved by Cabinet on 16 June will need to be submitted to the Secretary of State before the Council meeting, making it clear that the submission is subject to the adoption of recommendation 2 by Council on 9 July. Sections 107-112 of the 2007 Act make provision for the possible revision of the draft LAA and local improvement targets in any event.

4.7 Article 7.05 of the Council's Constitution provides that:

"The Cabinet is responsible for undertaking all of the Council's functions except for those functions (including regulatory functions) that are reserved to the Council and that are undertaken by the full Council or delegated by the Council to committees, sub-committees or officers."

Article 4.04 of the Constitution provides that the functions of the (full) Council include:

"To approve and adopt the following policies, plans and strategies which together will make up the Council's budgetary and policy framework ... " (None of the plans and strategies listed in Article 4.04 include the LAA) and:

"To agree all local choice functions set out in Part 3 of this Constitution which the Council decides should be undertaken by itself rather than the Cabinet."

5. Results of consultation

5.1 In developing the Sustainable Community Strategy and Local Area Agreement Lambeth First undertook a consultation and communications programme to
ascertain views and invite feedback. A series of events and consultation activities took place between 3 December 2007 and 29 February 2008.

5.2 In addition, Lambeth First consulted with each of its theme partnerships, local councillors, businesses and people who live/work/visit Lambeth. A variety of methods were used throughout the consultation. Electronic kiosks were placed in 20 post offices and local customer centres around Lambeth and we received 3,311 responses. People also had the opportunity to fill in an online questionnaire and email feedback to consultation@lambethfirst.org.uk. For participants who wished to provide more detailed feedback, Lambeth First developed the SCS workbook. These other channels generated 148 responses.

5.3 Local town centre areas were also targeted with 300 street surveys carried out in Clapham, Stockwell and Streatham. Drama workshops were also held at the People First Expo events in North Lambeth, Norwood and Brixton. This allowed 50 people to provide feedback on their priorities. Lambeth Voluntary Action Council (LVAC) also ran workshops with 137 representatives from voluntary/community sector organisations and older people within the borough to gather their views.

5.4 In total 4,226 people gave their views during the formal consultation period for the Sustainable Community Strategy.

5.5 Key findings included the need to:

5.5.1 Ensure the Sustainable Community Strategy and Local Area Agreement had a strong focus around community safety and tackling crime/gangs.

5.5.2 Ensure the Sustainable Community Strategy and Local Area Agreement included a focus on housing and health within the strategy. Earlier drafts of the strategy did not sufficiently show how these issues contributed to the worklessness agenda.

5.5.3 Deliver services flexibly to different communities and age groups.

5.5.4 Show how our focus on worklessness also took account of the environment and sustainability.

5.5.5 Make the links between the vision and outcomes within the Sustainable Community Strategy and planning policy.

5.5.6 Reduce youth offending and raise aspirations of young people.

5.5.7 Balance targeted activities for specific geographic areas/communities with improvements to universal services.

5.6 The Sustainable Community Strategy and associated Local Area Agreement now incorporate these key issues. Detailed information setting out how Lambeth First responded to this feedback is set out within Appendix Four of the Sustainable Community Strategy.
6. **Organisational implications**

6.1 **Risk management:**
The vision and outcomes of the Sustainable Community Strategy will be articulated in a rolling series of three year thematic strategies and the Local Area Agreement. These in turn will influence corporate planning, which will capture risks and record them on the corporate risk register as appropriate.

6.2 **Equalities impact assessment:**
An Equalities and Cohesion Impact Assessment has been undertaken for the Sustainable Community Strategy and an Equalities & Cohesion Action Plan is also under development. The latter will set out a distinctive perspective on tackling worklessness and on tackling the other major issues which impinge on equality, diversity and integration/cohesion. These were completed at the end of May.

Key issues emerging out of the assessment included:

- The need for all communities to be involved in spatial planning
- The provision of tailored support for SME businesses and those owned by individuals from our BME communities
- Targeted work with children and young people who are involved in gangs
- A focus on reducing health inequalities
- The need to undertake targeted work to enable socially excluded communities to gain employment
- Ensuring that the council works with other local authorities to ensure that housing needs of individuals and families are met

6.3 **Community safety implications:**
The Sustainable Community Strategy's includes a specific outcome around creating empowered, safe and cohesive places. In addition, we believe that tackling worklessness will reduce crime as poverty rates and financial wellbeing will improve.

6.4 **Environmental implications:**
The Sustainable Community Strategy promotes environmental sustainability for 2020, will improve the quality of the local environment/public realm and will balance the demands for residential, commercial and green space. The Local Area Agreement will focus on providing good quality housing, improving the local environment, and reducing CO2 emissions over the next three years. In addition, throughout the development of the strategy we have ensured that the outcomes we are pursuing are consistent with the Government’s five principles of sustainability. Each outcome within the strategy sets out which sustainability principle it contributes toward.

6.5 **Staffing and accommodation implications:**
No specific implications arise from the Sustainable Community Strategy or Local Area Agreement.

6.6 **Any other implications:**
There are no other implications identified at this time.
7. **Timetable for implementation**

7.1 The vision and outcomes of the Sustainable Community Strategy will direct the work of the partnership, its theme partnerships and the partner organisations from 2008 to 2020. The first Local Area Agreement will run from 2008 to 2011, with subsequent agreements lasting for each three year period from 2011 to 2020. Both documents will undergo a light touch refresh on an annual basis in accordance with emerging statutory guidance from central government. Any changes made as a result of this refresh will be brought to Cabinet and Full Council for discussion and approval.

7.2 Key milestones for Lambeth First to commence delivery of the Sustainable Community Strategy and associated Local Area Agreement include:

7.2.1 **May 2008**: Complete mapping of activities that are already in place which enable delivery of our outcomes and identification of new activities/programmes that will address gaps in service provision.

7.2.2 **May 2008 – March 2009**: Implement and coordinate activities across Lambeth First with performance reviewed every six weeks.

7.3 The annual refresh of the Sustainable Community Strategy and Local Area Agreement will commence in August 2008. A specific project plan for this will be developed once both documents have been approved by Cabinet, Full Council and the Lambeth First Executive.
Moving Forward Together

Lambeth’s Sustainable Community Strategy
(2008-2020)
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   3.2 A new way of working
   3.3 Universal issues
   3.4 Local Development Framework

4.0 Creating a sustainable borough
   4.1 Economic Wellbeing
      - Outcome 1: Lambeth is a great place to do business with higher levels of investment and business growth
      - Outcome 2: Greater wellbeing for households through higher numbers of residents in employment
   4.2 Social Wellbeing
      - Outcome 3: Even more children and young people are on the path to success through the provision of good quality education, training and jobs which reduces the risk of exclusion and offending
      - Outcome 4: Safe and cohesive places where people are empowered and have the confidence to play active roles in their communities
      - Outcome 5: Improved health and wellbeing of people which enables them to live active and independent lives
      - Outcome 6: Lower levels of poverty and social exclusion in Lambeth by helping more of our socially excluded adults in employment, education and training
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      - Outcome 7: Mixed and sustainable communities with an increased supply of new homes, improved existing dwellings and a high quality physical environment

5.0 Moving Forward Together

6.0 Appendices
   - Appendix One: The first three years: Lambeth’s Local Area Agreement 2008-11
   - Appendix Two: Lambeth First governance arrangements
   - Appendix Three: Funding the delivery of the Sustainable Community Strategy
   - Appendix Four: Community engagement process
   - Appendix Five: State of the Borough Report
Lambeth is an extraordinary borough. In recent years we’ve seen rapid improvements to key services which have improved the quality of life for all people living and working here. We’re proud of our multicultural make-up, our cohesive communities and incredible diversity.

This Community Strategy, as developed by Lambeth’s Local Strategic Partnership, is a road map for the challenges ahead - challenges which will only be tackled by joining together to target the causes of problems rather than their effects.

We at Lambeth First are delighted with the progress we’ve made over the last four years and we have a clear vision of where we want Lambeth to be in 2020. This strategy sets out our approach to fulfilling this vision. Our central focus is to enable sustainable economic growth, in order to create new opportunities for Lambeth’s communities thereby reducing the number of people not in work. We recognise this will be more challenging given the recent economic down-turn. However we are passionate in our belief that worklessness is a major barrier to success and a key factor in poverty and exclusion. There is a clear link between worklessness, poor health and education standards, low aspirations, higher crime and communities which are less integrated. Tackling worklessness therefore is our key focus and together we can and will steer the borough in a positive direction.

We will approach these challenges by improving universal services, undertaking targeted work with key communities and increasingly seeking to deliver services at the neighbourhood level.

Developing this strategy is the beginning of our journey to realise the potential of Lambeth. Our Local Area Agreement 2008-2011 will be our first three-year action plan linked to this strategy. It will outline how and when we deliver the principles set out here.

We hope you will join with us in Lambeth’s next exciting chapter and we look forward to working with you to make the borough a sustainable and prosperous place to live and work.

Cllr. Steve Reed
Chair of Lambeth First
Leader of the London Borough of Lambeth
1.0 Introduction

Our Sustainable Community Strategy provides a shared framework for Lambeth First. It sets out an agreed approach to improving quality of life for the people who live and work in the borough and ensures organisations from the private, public and third sector pool their resources and work together to tackle problems jointly. **Working together we can achieve more** for Lambeth. This strategy is also an evidence driven document. The partnership has utilised a series of data sources such as the State of the Borough report to inform our strategic direction and guide us in identifying what we have to do to meet the needs of the borough.

In reviewing this evidence we concluded that **worklessness** should be the key focus of this Sustainable Community Strategy. It's a relatively new term which describes people who are out of work but who want a job. It includes people claiming unemployment benefits, people not currently in paid work who are seeking employment and those who are economically inactive.

If we’re genuinely committed to tackling worklessness we have to first acknowledge the complex and inter-related issues which come with it and understand that a sustainable community is one which focuses on the economic, social and environmental wellbeing of its residents.

We know that worklessness is one of the key causes of crime, poverty and social exclusion. These challenges often lead to lower than average skills/educational attainment, poor health and poor living environments. Clearly there is a cycle in motion which can only be addressed head-on and as a whole.

We believe that tackling worklessness by increasing employment will:

- Provide greater financial resources so people can live healthier lives
- Reduce poverty through improved family incomes
- Break benefit dependency
- Facilitate workplace interaction of people from different communities which will promote community cohesion
- Improve living standards which will reduce people’s incentive to commit some types of crime
- Enable vulnerable communities to become economically active through targeted support services/projects
- Allow access to better skills and education for all residents
- Facilitate better family support services for single parents to become economically active.

This strategy also sets out how we will tackle the wider economic, social and environmental issues associated with worklessness to achieve a thriving and prosperous borough.
2.0 Lambeth 2008

Lambeth is an inner London borough that stretches from the South Bank and Waterloo in the north, down through the vibrant town centres of Clapham and Brixton, to the more residential suburbs of Norwood and Streatham in the south.

The borough’s population is diverse, dense and highly mobile. There are areas of serious deprivation alongside some of great affluence. We have the seventh highest population in Greater London and are the fourth most densely populated borough in the country. Our population is set to increase by nearly 17% between 2001 and 2028 and we have the second highest total migration (i.e. both inward migration and outward migration) in inner London.

We have approximately 20% population churn each year and we are often described as ‘an escalator borough’ where new communities settle when they first arrive in London/England before they move elsewhere. Lambeth’s population is made up of 38% of people from ethnic minorities. This includes 12% Black Caribbean (2nd highest in UK) and 11.6% Black African (4th highest and growing). The borough is believed to have the largest Portuguese population outside of Portugal. Over 74% of the school population are from BME backgrounds and over 130 different languages are spoken here.

Lambeth – a snapshot

Waterloo and the South Bank is a key central London business and tourist area and one of the world’s leading cultural centres with icons such as the London Eye, Royal Festival Hall and National Theatre. The area also includes international companies (Shell and IBM) and one of London’s busiest transport interchanges.

This part of Lambeth already accommodates 61,500 jobs, not far short of half the borough’s total, and is set for further major growth. Waterloo and the South Bank have fewer residents than the rest of the borough, split between high-end developments and areas of deprived social housing.

Vauxhall, the Oval, Kennington and Vassal are close to central London and benefit from good transport links. The Oval cricket ground is a major international attraction. However, like Waterloo, Vauxhall’s transport infrastructure and developments along the Albert embankment cuts residential areas off from the river.

Many parts of Vassall ward (the area between Kennington and Brixton) suffer from limited amenities and high levels of deprivation. This area as a whole also faces a number of challenges in improving the local environment/public realm and providing a good range of facilities/services for its communities.

Brixton is at the heart of Lambeth and is a major town centre. With a reputation as a diverse cultural and creative centre, it’s famous for entertainment venues and markets. Currently home to 69,000 residents, Brixton is projected to grow by 14%, making it the most populous area in the borough by 2026. One of the key African-Caribbean communities in London, black Caribbean residents represent 15% of the population compared with 11% across the borough as a whole. Nearby areas such as Herne Hill and Tulse Hill are also thriving neighbourhoods.

Clapham is very diverse, combining some of the borough’s most affluent areas and some of its most deprived. Home to an estimated 40,700 residents, Clapham has long been popular with young professionals, drawn by its good transport connections to central London and its vibrant night-time economy. The Clapham population is projected to grow by around 8% to just over 44,000 in 2026. The borough’s population is also relatively young with 75% of the population aged 44 or under.

Stockwell is a mixed area including substantial social housing. It’s home to what is thought to be one of Britain’s largest Portuguese communities, many of whom originally come from Madeira. Many black African and east African people also live in the area.
Stockwell’s housing is as mixed as its population. Conservation areas of Georgian and Victorian dwellings can be found next door to large pre- and post-war housing estates. In total the area has a highly dense population of about 29,000. The Greater London Authority (GLA) estimate that by 2026 the population will grow by around 16%. In addition, Stockwell ward is the third poorest in Lambeth, with 72% of its households classified as deprived or severely deprived.

**Streatham** has had the fastest population growth of any of Lambeth’s town centre areas over the past decade. This growth is set to stabilise and the GLA projects a net decline in the Streatham population between 2006 and 2026 from 54,700 to around 54,000. Recent population growth has increased the diversity of the area, with a large Somali community in Streatham South and a Polish community in Streatham Vale. Streatham is home to the largest concentration of Asian residents in the borough (9% compared with 4% across Lambeth).

Streatham is relatively affluent when compared with other areas of the borough. It’s best known for its residential areas and High Road. For some, the nearly two and a half kilometres of unbroken shopping and leisure attractions on the High Road is Streatham’s defining feature. However, as traffic congestion has increased, the High Road has suffered and modern shopping developments have opened in Croydon and Kingston leading to a decline in use.

**Norwood** is a mainly residential area with good quality housing and quieter main streets. It also contains the borough’s only remaining industrial area. Just over 40,500 people are estimated to live in Norwood and this is projected to grow by 9% to around 44,000 by 2026. Norwood is well known for its high quality of life and the pride of local people. West Norwood has a popular town centre, with a good range of shops in a pleasant environment, while new schools and leisure facilities are a focus for community activity.
3.0 Lambeth 2020 – What will the borough look like?

In order to move forward, we are clear that we must build on the borough’s strengths and tackle the root causes of the challenges that are holding us back from achieving our long term vision. The previous section sets out Lambeth as it is today. Below is a detailed description of where we want to take Lambeth by 2020.

OUR 2020 VISION:

Lambeth is a diverse, dynamic and enterprising borough at the heart of London

Underpinning this vision are seven long term outcomes which this strategy will deliver. These are as follows:

- **Lambeth is a great place to do business with higher levels of investment and business growth:** Through business support services, planning and skills development, we will have made Lambeth an attractive borough to establish a business. We will have supported economic growth and encouraged development/regeneration of sites across the borough. This will provide the safe, welcoming and attractive environment that businesses need to thrive.

  We will have increased the overall employment rate with a significant number of new jobs created across a range of industries/commercial sectors and in a wide variety of locations.

- **Greater wellbeing for households through higher numbers of residents in employment:** In 2020 Lambeth will have a much higher employment rate. This will be achieved by ensuring all our communities have access to seamless education/training opportunities, which will in turn provide Lambeth residents with the right skills to gain employment. Further, this increase in employment will also help to lift vulnerable people out of poverty and enable them to play an active role in their community.

- **Even more children and young people are on the path to success through the provision of good quality education, training and jobs which reduces the risk of exclusion and offending:** More of our children will be on the path to success. We will ensure this is the case by helping them to be happy, healthy and safe. Services for children will be seamless and responsive to their needs.

  Early intervention and effective partnership working will ensure the safety and welfare of children. Attainment, skills and qualifications will continue to improve with more of our young people having the right qualifications to succeed in adulthood.

  Services for children and young people will increasingly be co-designed with more effective engagement of children and young people and families – particularly those from vulnerable and seldom heard groups.

- **Safe and cohesive places where people are empowered and have the confidence to play active roles in their communities:** Lambeth will be an even more desirable place to live. Our diverse communities in Lambeth will be safer and stronger than in 2008. Crime rates will reflect the inner London average with violent crime and volume crime both lower than they currently are. In addition, our communities will continue to be highly cohesive, with people getting on well with
one another. People in Lambeth will also play an active role in their local area through a variety of means such as volunteering.

- **Improved health and wellbeing of people which enables them to live active and independent lives:** We will have facilitated the creation of active, healthy and independent communities where the gap in health inequalities within the borough and between the borough and the rest of London has been reduced. In addition, health services within Lambeth will be equally accessible to all members of the community.

  Health and social care services will be based around enabling independence, providing choice and promoting control. This will be achieved through increased personalisation of social care services and greater patient choice around the health care services they receive.

- **Lower levels of poverty and social exclusion in Lambeth by helping more of our socially excluded adults in employment, education and training:** Lambeth will have lower levels of poverty and social exclusion by tackling the barriers which stop people actively participating in society. This will ensure all our communities have equal access to services and opportunities.

  The most vulnerable members of our community will receive tailored support services that help them access training, education, employment opportunities and the welfare benefits they are entitled to.

- **Mixed and sustainable communities with an increased supply of new homes, improved existing dwellings and a high quality physical environment:** We will have helped more people to access affordable high quality housing and reduced the number of people living in temporary accommodation. Over 12,000 new homes will be provided by 2020 and town centre regeneration will include provision for new housing. This will help to meet the ever increasing housing demand and ensure the creation of mixed communities within easy reach of local services.

  In addition, the quality of our environment will be improved with cleaner streets and high quality green spaces. Further, Lambeth will play an active role in tackling climate change by reducing greenhouse gas emissions.
## 3.2 The next three years

To realise our long-term term vision, Lambeth First has identified key priority areas for the next three years. These are set out in our Local Area Agreement, which was approved in June 2008. See Appendix 1 for further details.

<table>
<thead>
<tr>
<th>Vision</th>
<th>Economic Well-Being</th>
<th>Social Well-Being</th>
<th>Environmental Well-Being</th>
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<tbody>
<tr>
<td><strong>Sustainability</strong></td>
<td><strong>Community Cohesion, Equalities, Sustainability and Culture</strong></td>
<td><strong>Lambeth is a diverse, dynamic and enterprising borough at the heart of London</strong></td>
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<td><strong>Universal Issues</strong></td>
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<td>Sustainable Community Strategy 2020 Outcomes</td>
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<tr>
<td><strong>Lambeth Local Area Agreement</strong></td>
<td><strong>Priority Areas for Improvement 2008 - 2011</strong></td>
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<tr>
<td>Increasing the overall employment rate</td>
<td>Increasing the number of working age people with a Level 2 qualification or higher</td>
<td>Increasing the percentage of people who feel they can influence decisions in their locality</td>
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<td>Increasing VAT registration rate for new companies</td>
<td>Improving the emotional health of children</td>
<td>Increasing overall satisfaction with the local area</td>
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<td>Increasing the number of 19 year olds with Level 2 qualifications</td>
<td>Reducing obesity in primary school children</td>
<td>Building resilience to violent extremism within Lambeth</td>
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<td>Reducing the number of 16-18 year olds not in education, employment or training</td>
<td>Improving the stability of placements for looked after children</td>
<td>Increasing young people’s participation in positive activities</td>
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<td>Increasing migrants English language skills and knowledge</td>
<td>Reducing the under 18 conception rate</td>
<td>Increasing take-up of formal childcare for low income working families</td>
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<td>Reducing working age people claiming out of work benefits</td>
<td>Reducing the gap in achievement between pupils eligible for free school meals and their peers at Key Stage 2 and 4</td>
<td>Reducing serious violent crime</td>
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<td>Reducing working age people claiming out of work benefits</td>
<td>Reducing serious acquisitive crime</td>
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<td>Tackling perceptions about drug use and drug dealing</td>
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<td>Tackling concerns about anti-social behaviour and crime by the local council and police</td>
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<td>Increasing the numbers of volunteers registering (local PI)</td>
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<td>Reducing mortality rates from all circulatory diseases for people under 75</td>
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<td>Increasing the number of clients receiving self-directed support</td>
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<td>Increasing the number of vulnerable people living independently</td>
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<td>Increasing carers’ needs assessments undertaken</td>
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<td>Reducing the proportion of children in poverty</td>
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<td>Increasing the number of adults with learning disabilities in employment</td>
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<td>Increasing the number of adults in contact with secondary mental health services in employment</td>
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<td>Increasing young offenders engagement in suitable education, employment or training</td>
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<td>Increasing offenders under probation supervision in employment at the end of their order or licence</td>
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<td>Increasing the number of affordable homes delivered (gross)</td>
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<td>Reducing the number of households living in temporary accommodation</td>
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<td>Reducing per capita CO\textsuperscript{2} emissions in the local authority area</td>
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<td>Improving street and environmental cleanliness (levels of graffiti, litter, detritus and fly posting) (local PI)</td>
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<td>Reducing the percentage of non-decent homes (local PI)</td>
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</table>

**Neighbourhood Working – Where appropriate we will deliver services at the neighbourhood level**
3.3 A new way of working

Neighbourhoods are becoming ever more significant. In an increasingly globalised environment they are the place where people will discover their connectedness; where they live, shop, learn, do business and relax. They are the place in which community cohesion and community engagement is made real.

We believe neighbourhood working engages citizens in the work of creating services which are really meaningful to them. We think this way of working helps create a sense of place and of belonging. Services designed with citizens at the neighbourhood level can produce less duplication, better value for money and greater public satisfaction.

Our commitment to citizens and neighbourhoods implies that services and delivery must be designed with input from neighbourhoods. This will mean different choices in different places and, as a partnership, we are committed to the flexibility this will require.

In support of this, Lambeth First has developed a Framework for Community Engagement and a Community Engagement Toolkit. These underline our determination to work in a different way – to put the needs of residents and neighbourhoods first.

We have had some significant successes in delivering services at the neighbourhood level. In Clapham Park, our New Deal for Communities programme has achieved higher than average rates of employment, increased physical activity among residents, better results in reducing crime and, overall, residents are more satisfied with the area.

Since 2006, Operation Freshview has provided partners the opportunity to make a visible impact in the community and resolve long-standing environmental and anti-social behaviour issues in six targeted wards (Tulse Hill, Prince’s, Coldharbour, Oval, Ferndale and Vassall). Further examples of neighbourhood working include – the Southbank and Waterloo Partnership which represents a long standing business partnership and the URBAN 2 funded project delivered through Stockwell Partnership. The approach to delivering local services in partnership encourages local residents and businesses to participate in setting the priorities and encourages the public to take a fresh view of their area. Independent surveys have shown a 33% improvement in graffiti scores and a significant 80% reduction in fly posting in targeted wards. The success of Operation Freshview has been so great that it is being rolled out as ‘Community Freshview’ to enable more places and people to be included.

By embedding neighbourhood working at the very heart of everything we do, our aims are to:

- Continue to genuinely listen to local people’s priorities and treat all local residents equally
- Provide services which combine effective delivery with value for money
- Devolve decision making and resources wherever practical
- Give real opportunities for local people and existing neighbourhood partnerships to be involved in neighbourhood working. This includes encouraging residents to take up paid positions in organisations and on delivery teams
- Encourage civic pride and establish more ownership in the community for local facilities, services and the life of local neighbourhoods.
- Build trust within our communities and harness the energy of local people to tackle challenges

This will be achieved through:

- Developing our understanding of Lambeth’s neighbourhoods and seizing opportunities where they arise
- Establishing trust and taking a practical approach rather than imposing already existing models
- Focussing on areas which are already considered by local people as neighbourhoods - this could mean a group of streets, a housing estate, economic neighbourhoods such as town centres, established business zones or geographic areas
• Bringing together the resources we need to develop neighbourhood working throughout the borough
• Taking the findings from pilot schemes currently being trialled in Brixton, Clapham Park and Waterloo to develop neighbourhood working borough-wide
• Committing public services to respond in a flexible and timely manner when requested to reshape their delivery services for the specific needs of neighbourhoods.

This way of working shows our commitment to giving Lambeth residents more influence over public service delivery in their own neighbourhoods – where they can get local problems resolved, enjoy better facilities and opportunities and experience better outcomes for themselves/their families/their communities.
3.4 Universal issues

In the sections above we have set out what we want Lambeth to look like in 2020 and the areas we will target in the next three years to begin to realise this vision. However, the way in which we approach the challenges of creating a sustainable borough will be impacted by three universal issues which Lambeth First feels are vital to the successful delivery of this strategy. These are:

- Equalities and community cohesion
- Sustainability
- Culture

Equalities and community cohesion

A cohesive community is where people from different backgrounds have similar life opportunities, access to services/treatment and where there is a widely shared sense of the contribution individuals and communities can make.

Lambeth’s minority communities bear a disproportionate brunt of the disadvantage which this strategy aims to address.

In delivering this strategy we will therefore take account of the ethnicity, age, gender, disability, faith/religion, sexuality and community cohesion issues across the borough. This commitment will be expressed through all the Partnership’s programmes, based on an equality and cohesion impact assessment.

We are also committed to moving beyond traditional patterns of public service engagement in people’s lives to create innovative methods of service delivery and policy interventions. Therefore, where appropriate, we will look at adapting mainstream services to take account of the diverse needs of our communities as well as targeting underserved groups. This includes undertaking specific projects with small groups of people that require additional support as well as working collaboratively across organisations to ensure services are designed around the needs of the user. The delivery plan for the Local Area Agreement and thematic strategies will show how we are achieving this.

Sustainability

Balancing the economic, social and environmental wellbeing of Lambeth residents will provide a high quality of life for current and future generations. To do this we will employ central government’s five sustainable development principles:

- Living within environmental limits
- Ensuring a strong, healthy and just society
- Achieving a sustainable economy
- Using sound science responsibly
- Providing good governance.

Each outcome within this strategy sets out how we are ensuring these five principles are being delivered. In addition, providing good governance will be achieved through our local strategic partnership and our neighbourhood working model, which will increase community involvement in local decision making. Appendix 2 sets out details of our governance arrangements.

Culture

Lambeth First recognises the key role culture can play in achieving our 2020 vision and outcomes. Culture is a vehicle for new ideas and ways of thinking. It supports overall wellbeing and brings communities together through shared activities and experiences.

Building on Lambeth Council’s new vision for Culture, Lambeth First will develop a partner-wide Cultural Strategy. We will aim to use culture as an enabler, to deliver the outcomes within this strategy.
3.5 Local Development Framework

The planning framework offers Lambeth First the opportunity to shape the borough and ensure our ambitions are realised in the physical development that takes place. The strategic objectives of the LDF are closely linked with our primary focus on tackling worklessness and the long term outcomes of this strategy. This is set out below and the core strategy within the LDF will set out in more detail how, through spatial planning, we will ensure delivery of the Sustainable Community Strategy.

<table>
<thead>
<tr>
<th>Sustainable Community Strategy 2020 Outcomes</th>
<th>Local Development Framework Core Strategy Proposed Objectives</th>
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<tbody>
<tr>
<td>Lambeth is a great place to do business with higher levels of investment and business growth</td>
<td>Support the growth of key economic sectors through new business development, business retention and inward investment</td>
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<td></td>
<td>Support the regeneration and renewal of London Plan Opportunity Areas</td>
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<td>Create viable, safe and well managed town centres</td>
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<tr>
<td>Greater wellbeing for households through higher numbers of residents in employment</td>
<td>Increase the number and variety of jobs in the local economy, including local jobs for local people</td>
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<tr>
<td>Even more children and young people are on the path to success through the provision of good quality education, training and jobs which reduces the risk of exclusion and offending</td>
<td>Provide the essential infrastructure to support population growth</td>
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<td></td>
<td>Develop mixed, cohesive, safe communities accessible to all</td>
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<td>Provide good access to local services and community facilities within neighbourhoods</td>
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<td></td>
<td>Increase the number and variety of jobs in the local economy, including local jobs for local people</td>
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<td>Create distinctive local places through excellent design, valuing heritage, identity and the natural environment</td>
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<tr>
<td>Empowered, safe and cohesive places where people have the confidence to play active roles in their communities</td>
<td>Provide good access to local services and community facilities within neighbourhoods</td>
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<td></td>
<td>Develop mixed, cohesive, safe communities accessible to all</td>
</tr>
<tr>
<td>Improved health and wellbeing of people which enables them to live active and independent lives</td>
<td>Increase public transport accessibility and promote walking and cycling</td>
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<td>Provide the essential infrastructure to support population growth</td>
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<tr>
<td>Lower levels of poverty and social exclusion through higher numbers of socially excluded adults in employment,</td>
<td>Increase the number and variety of jobs in the local economy, including local jobs for local people</td>
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<td>education and training</td>
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<tr>
<td>Mixed and sustainable communities with an increased supply of new homes, improved existing dwellings and a high quality physical environment</td>
<td>Increase the overall supply and mix of housing, including affordable housing</td>
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<td></td>
<td>Maximise the efficient use and management of resources, including water, energy and waste</td>
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<td></td>
<td>Reduce carbon emissions from residents, businesses and public buildings</td>
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<tr>
<td></td>
<td>Create distinctive local places through excellent design, valuing heritage, identity and the natural environment</td>
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4.0 Creating a Sustainable Borough

4.1 Economic Wellbeing

Outcome 1:

Lambeth is a great place to do business with higher levels of investment and business growth

Lambeth has many resources to promote inward investment, business growth and the creation of more local jobs. Large employers such as IBM, Shell and ITV are already located in the north of Lambeth and the areas of Vauxhall, Waterloo and the South Bank act as significant gateways for the borough.

In recent years we’ve also seen growth in key areas of the local economy such as the public sector, banking/finance/insurance, distribution/hotels and restaurants. Creative and cultural industries are also increasing, with research suggesting that 12,500 people in the borough are currently employed in this sector alone. Tourism plays a significant role in the economy, particularly in the north of the borough, and social enterprises have the potential to grow and expand. Between 1994-2003 our overall stock of companies grew by 35% and by 2007 Lambeth was host to around 10,000 businesses. In order to address our central theme of tackling worklessness we will continue to support the growth of the local economy and bring more businesses to Lambeth.

Challenges to success

We know that there are a number of challenges hindering us from progressing with our outcome. Key issues which are a particular concern to Lambeth First include:

- Over 99% of businesses are classified as small or medium enterprises. While this is to be celebrated as proof of an enterprising borough, we recognise this can limit the range of employment available.
- Business density is low and growth in knowledge-based employment sectors lags significantly behind London and national rates.

The way forward 2008-2011

The borough is seeking to address these challenges through the Sustainable Community Strategy, Local Area Agreement and a series of economic development strategies. In the next three years we will focus on two key areas which we feel will begin to address the barriers discussed above. These are:

- Providing the right conditions to secure inward investment and an increase in companies moving to Lambeth
- Increasing the number of people getting access to high quality local employment.

We will use our centres of excellence such as the South Bank, Waterloo and Vauxhall to draw more investment into the borough. In addition, by regenerating key sites and facilities in town centres such as Brixton, Streatham and Norwood, we will improve their vitality, thereby making them more viable business centres.

Our Local Area Agreement (LAA) sets out two key performance indicators and one LAA stretch target which will measure the success of inward investment. By 2011 we want to have:
Increased the overall employment rate to 69.3%
Increased VAT registration rate for new companies

By 2010 we want to have:

- Supported 1,062 lone parents into sustained employment (2007-2010)

Partner-led improvements

Success in 2020 means we must have the right land and planning frameworks in place to increase inward investment. This will be achieved through the LDFs core strategy, the Economic Development Strategy, Regeneration Delivery Plan, emerging Housing Strategy and partner-led work such as the South Bank Partnership Action Plan. These strategies complement the focus of the Local Area Agreement and aim to achieve the following outcomes:

Secure and increase the availability of employment by:

- Ensuring planning policies safeguard employment floor space and employment use, especially in town centres
- Aligning Lambeth Council’s property portfolio management with other regeneration strategies and encouraging joint working with other stakeholders to identify opportunities for subsidised business incubation space
- Providing quality/accessible information about available sites/premises and assessing their employment-generating potential.

Improve town centre management and marketing to maintain and improve the quality and attractiveness of our town centres by:

- Marketing town centres and the borough as a whole and providing the capital investment set out in the Regeneration Delivery Plan
- Working in partnership with businesses to create safe, clean and attractive environments
- Actively encouraging local partnerships to consider Business Improvement Districts and alternative business models for the future management of commercial areas.

Improve business support to ensure they can grow and succeed in the local economy by:

- Providing high quality, integrated information/support through the new Lambeth Business Support Network
- Promoting industry assured quality standards
- Promoting safer business through initiatives such as ‘Safer Socialising’ and ‘Safer Indoors’ and establishing a ‘Safer Lambeth Business Award’ scheme
- Continuing to promote the national Challenge 21 scheme which seeks to address the issue of underage drinking
- Promoting environmentally-friendly business and continuing to build our links with the Social Enterprise sector
- Ensuring Lambeth Council unlocks the complexities of business regulations. Up to 30 different services are provided by the council which impact on local business.

Using public sector procurement policies and procedures to create a level playing field for all companies including SMEs by:

- Working with primary contractors to open their supply chains to local companies
- Supporting initiatives to raise the capacity of our local businesses to ensure they are able to capitalise on these opportunities by being ‘fit to supply’

Support and promote innovation to increase our business density by:

- Supporting the development of creative industries by growing networks, exemplified by ‘Create Brixton’
• Providing new business/incubator space, supporting innovations in knowledge-based business and enabling street market development with outlets for arts and crafts production.

**Build pathways to enterprise to enable more of our residents to establish businesses within Lambeth by:**

• Providing mentors and peer support
• Enabling access to start-up finance
• Working with schools to promote vocational education and introducing young people to the potential of working in business through ‘Enterprise Challenge’
• Continuing our pilot schemes with diverse communities, including Somali, Spanish and Portuguese speaking residents, to make existing advice more accessible and relevant
• Supporting the work of the 14-19 Forum which is making progress to implement work-based learning.

**Universal issues**

Our approach to delivering this long-term outcome and our three-year programme of work will take into account our universal issues. These issues are of particular importance to Lambeth and will have an impact on the way we deliver our vision and outcomes within this strategy.

**Neighbourhood working**

Securing inward investment to our most deprived areas will depend on neighbourhood-led solutions. A key focus of the Brixton neighbourhood model will be around improving the public realm. Improvements to the physical environment will make the borough look more appealing and help attract more businesses to the local area. In addition, the Neighbourhood Working model in Waterloo will seek to further the South Bank Partnership Manifesto for Action. A key element of this will focus on securing economic growth, new development and new jobs.

**Equalities and community cohesion**

The process of economic improvement will not undermine the distinctiveness of Lambeth’s neighbourhoods, lead to the exclusion of existing residents or to a sterile gentrification. We will also ensure local people are fully involved (and feel fully involved) in spatial planning processes by implementing our Local Development Framework Statement of Community Involvement.

**Sustainability**

Our spatial planning and regeneration initiatives will balance economic and environmental needs. We will ensure development in the borough supports the principles of sustainable living by minimising energy usage, supporting alternative energy generation, providing for green space and ensuring developments have access to local public transport.

**Culture**

We will support the continued growth of the culture sector through business development, regeneration and spatial planning to maximise the benefits of creative clusters. This will increase local job opportunities, promote skills development/employability and further diversify our local economy, resulting in greater resilience to national or global economic downturns. We also recognise that the creative and cultural industries are synonymous with the diverse population/vibrancy of Lambeth and that this diversity could potentially be an economic asset to the borough.

In addition, we will use the opportunities created by the 2012 Olympic and Paralympic Games to build support for our business community as well as promoting Lambeth as a destination.
Outcome 2:

Greater wellbeing for households through higher numbers of residents in employment

Wellbeing is improving within our borough. Unemployment is falling, down from its peak in 2005/06, and the borough has benefited from strong economic growth. We also have a significant pool of highly skilled workers with 40% qualified at NVQ Level 4 or above. This compares well with the rest of London and nationwide, where only 35% of people have this level of skill in the capital and 27% nationally. Continuing and building on our efforts to improve skills within the borough is a key element of our approach to tackling worklessness. Only by equipping our residents with new skills will we be able to ensure our communities can access new jobs created within the borough and across London.

Challenges to success

We know there are a number of challenges hindering us from progressing with our outcome. Key issues of particular concern to Lambeth First include:

- **Skill levels** among current job seekers are poor - 37% of Lambeth’s businesses report shortages in finding skilled labour
- Currently only 67% of our population are employed – the London average is 69% and the national average is 74%
- A high number of residents with no **qualifications** (21% compared to 14% nationwide). Among those who are workless, the number of people with no qualifications is 31%
- **Literacy levels** are below the national average and **numeracy** is up to three times below the national average
- Far more 16-18 year olds are not in education, employment or training (NEET) than across the capital and the rest of the country (9.8% compared with 7% and 8% respectively).

The way forward 2008-2011

At Lambeth First, we recognise that what is needed are concerted and co-ordinated programmes which bring the public, private and voluntary sector together. In the next three years we will focus on two key areas which we feel will begin to address the barriers discussed above. These are:

- Developing employer led programmes to improve skills and maximise opportunity
- Enabling our migrant communities to be economically active within the borough.

Education, training and skills levels vary between our communities and Lambeth First intends to target those groups with the greatest education, skills and training needs. These include:

- Those who are unemployed and on incapacity benefit
- Those on Job Seekers Allowance in our deprived neighbourhoods
- Groups with lower levels of qualifications such as black African, black Caribbean, mixed race white and black Caribbean, the over 50s and lone parents
- Migrants who require personal and ongoing support to gain knowledge of the English language.

Our Local Area Agreement sets out five key performance indicators which will measure our success. By 2011 we want to have:

- Increased the number of working age people with a Level 2 qualification or higher to 72.2%
- Increased the number of 19 year olds with Level 2 qualifications to 73.3%
- Reduced the number of 16-18 year olds not in education, employment or training to 7.1%
• Increased migrants English language skills and knowledge
• Reduced working age people claiming out of work benefits to 23.3%

Partner-led improvements

The Local Area Agreement sets out specific targeted improvements for the next three years, but it cannot capture or seek to make improvements against all services. We will therefore deliver our outcomes within Lambeth’s Economic Development Strategy and wider employment-related activities such as Job Centre Plus contracts, the work of the London Skills and Employment Board and through our partners in the third sector. These strategies complement the focus of the Local Area Agreement and aim to achieve the following outcomes:

Provide better advice and guidance to support people looking for employment by:
• Providing information, advice and guidance services in the borough that will support residents to identify/access appropriate progression pathways to employment
• Offering a wider choice to residents of job-search services and better access to information about jobs. We will work across borough boundaries, breaking down artificial barriers and encouraging access to aligned service provision/job opportunities
• Working with people to ensure other significant barriers to work, e.g. housing or retention of benefits are tackled
• Supporting the Adult Advancement and Careers Service being piloted in Lambeth, Southwark and Wandsworth from autumn 2008
• Signing up to the national Jobs Pledge which will offer a guaranteed interview for people who have been on benefit and are prepared to work.

Invest in a wide range of skills training and development by:
• Signing up to the Skills Pledge, which asks employers to develop the literacy and numeracy of their employees up to a Level 2 standard
• Significantly increasing the take-up of Apprenticeships and Train to Gain programmes by Lambeth residents
• Developing a new university leadership model to strengthen the school-to-university pathway, to enable more Lambeth residents to enter higher education
• Supporting alternative routes into higher education such as 14-19 diplomas and work-based learning
• Increasing adult learning through local ‘learning hubs’ providing new/return to learn taster sessions and open access learning. This will offer a mix of accredited and non-accredited learning, with clear pathways for progression. The extended schools programme will also provide provision for young people/adults to undertake further learning.
• Working with employers to encourage and support an increased investment in training to meet the higher level skills needs of their staff, so contributing to sustainable employment.

Remove barriers to employment and undertake specific projects to tackle the causes of worklessness by:
• Ensuring the London Development Agency’s Childcare Affordability Programme has maximum impact in Lambeth to reduce the childcare affordability gap and improve pathways to employment for parents
• Working with employers on initiatives such as ‘Diversity Works’ and tackling issues such as race and racial discrimination
• Working with partners to use investment in housing to create local job opportunities
• Working with the council and partners to integrate housing management and employment advice
• Addressing the link between homelessness and worklessness by applying for Enhanced Housing Option trailblazer status from central government
• Using our significant purchasing power, through our procurement spend, to encourage contractors to work with us to reduce worklessness
Universal issues

Our approach to delivering this long term outcome and our three-year programme of work will take into account our universal issues. These issues are of particular importance to Lambeth and will have an impact on the way in which we deliver our vision and outcomes within this strategy.

Neighbourhood Working
Our pilot Neighbourhood Working areas will seek to improve wellbeing. In Brixton we will work with local partners to provide more jobs locally. In addition, the South Bank Partnership manifesto, which will form the basis of our neighbourhood working model in the north of the borough, has a specific focus on improving training to benefit local people without work. The focus of our Working Neighbourhood Fund is to tackle the direct/indirect barriers to worklessness with programmes to enhance adult training and skills development.

Equalities and community cohesion
We will facilitate SME business owners and other major business players to grow their network of contacts in local communities, particularly among those groups where such networks are least developed (specific minority ethnic groups, new communities, women and people with mental health problems). In addition, we will support local organisations to provide services to the public sector through our procurement programmes. This will grow local businesses and provide more local employment opportunities.

We will carry out action research to identify the specific barriers to employment for BME, disabled and single parent households. In addition recently commissioned research into BME unemployment and incapacity benefits has generated new findings. These will be assessed and where possible utilised in the design/delivery of services.

Sustainability
This outcome clearly links to the sustainable development principle of ‘achieving a sustainable economy’. In order for our local residents to move out of poverty and take advantage of local job opportunities they will need training and skills to access these employment opportunities.

Culture
We will work together to provide training opportunities to enable children, young people and adults improve their wellbeing. In addition, Lambeth First will ensure the borough provides integrated and tailored learning pathways/progression routes for residents. To supplement this joined-up approach, Lambeth First will work with local cultural organisations and creative businesses to provide formal and informal training opportunities. These will enhance people’s skills, draw them back into education/training and provide them with new skills that will support employment.
4.2 Social Wellbeing

Outcome 3:

Even more children and young people are on the path to success through the provision of good quality education, training and jobs which reduces the risk of exclusion and offending

More children and young people in the borough are leading healthier, happier and safer lives. This is vital to ensuring the next generation of Lambeth’s population can succeed and play a positive role in our communities.

A key improvement is that more children doing better in their GCSEs. From 1996 – 2006 the gap between Lambeth students and those in England gaining 5 or more A*-C grades reduced from a 20 percentage point gap to a four percentage point gap, with just over half (55%) of Lambeth students gaining five or more A*-C GCSE passes in 2006 compared with 59% nationally. The achievement gap at Key Stage 2 and 4 between young people who are eligible for free school meals, and those who are not, is less than both London and England. Further, the welfare of children and young people has been improved with the creation of 26 Children Centres (soon to be 29) which provide a wide array of services for children and their families.

In addition, the 2007 Lambeth residents survey showed that Lambeth’s young residents play an active role in their community with 30% of young people aged 11-17 being a member of their school council, six percentage points higher than the London average, one in five (21%) having volunteered (seven points higher than across London) and one in ten (10%) having been a peer educator. In 2007, 59% of children and young people reported using sports and leisure facilities, 53% visited a local library, 31% used adventure playgrounds and 28% used local youth clubs/centres. This engagement is positive activities and play is important as they have a beneficial impact on the development of children. In identifying this area of focus as a key outcome for the strategy we recognise that education, training and the overall wellbeing of our children are essential if we are to ensure the next generation of adults in Lambeth are not workless.

Challenges to success

We know there are a number of challenges hindering us from progressing with our outcome. Key issues of particular concern to Lambeth First include:

- Only 60% of Lambeth students achieve a level two qualification by the age of 19 compared to 71% of London and England students
- Just over a third (36%) of children in Lambeth live in families on key benefits compared to 24% in London
- 38% of our children receive free school meals and more children starting school are obese (13% in Lambeth compared to 11% in London)
- Infant mortality is higher than in London and the rest of England. Though this is reducing
- Teenage pregnancy rates remains very high. This though has also declined in recent years

The way forward 2008-2011

Education is/will continue to be the cornerstone of social mobility and good quality education will become increasingly vital in future years with more jobs requiring intermediate and higher qualifications. Ensuring the overall wellbeing of young people will be vital so they are able to maximise the education and training opportunities within Lambeth. In the next three years we will focus on three key areas which we feel will begin to address the barriers discussed above. These are:

- Improving the health of children and young people – both emotional and physical
• Improving educational attainment of children and young people at all stages throughout their educational career
• Supporting our vulnerable children by ensuring they have a stable family life when they are in care, thereby ensuring they are not disadvantaged by the challenges caused by family breakdown.

Our Local Area Agreement identifies 24 performance indicators which will measure our success in the medium term. Fifteen of these are key national areas of focus and are listed in Appendix 1. In addition, Lambeth First has identified the following seven local performance indicators and two LAA stretch targets which will measure our success in the medium term. By 2011 we want to have:

• Improved the emotional health of children with 75% of them reporting good emotional health
• Reduced the percentage of obese primary school children to 12.8%
• Improved the stability of placements for looked after children with 68% in stable placements
• Reduced the under 18 conception rate to 59.7 per 1,000 females
• Reduced the gap in achievement between pupils eligible for free school meals and their peers at Key Stage 2 and 4 to 11% and 9% respectively
• Reduced the rate of permanent exclusions from school to 0.09% - (approximately 27 children out of a school population of around 30,000 pupils)

By 2010 we want to have:

• Increase the percentage of schools in Lambeth achieving healthy school accreditation and further develop this as part of the “Extended Healthy Schools Programme”. This will recruit 50 local schools and encompass three healthy lifestyle streams (sex and relationships education, substance misuse, and emotional wellbeing)
• Enabled 17,742 children and young people to participate in arts across Lambeth for an average of 8.9 hours and a minimum of 3 hours.

Partner-led improvements

As well as the Local Area Agreement, we are also working to deliver the Children and Young People’s Plan. This strategy was refreshed in May 2008 and complements the focus of the Local Area Agreement. It aims to achieve the following outcomes:

Enable children and young people to be healthy by:
• Helping more young people take preventative measures to maintain their sexual health and reduce the likelihood of young people participating in high risk sexual behaviour
• Tackling the links between sexual health, substance/alcohol misuse, crime, gangs and educational attainment
• Continuing to roll out the multi-partnership Team Around the Child Service which seeks to tailor support to improve the mental/emotional wellbeing of children
• Continuing to tackle substance misuse in young people by raising awareness of the effects of drug and alcohol abuse, providing tailored support to those involved taking substances and by working with families to develop drug prevention programmes and interventions.

Ensure children and young people stay safe by:
• Providing targeted and specialist support to families with additional needs
• Preventing young people from drifting into crime - our key focus will be ethnic minority boys and families with children at risk of criminal activity. In addition, we will undertake targeted work with young people involved in gangs
• Improving transition arrangements for vulnerable young people. In particular we will focus on looked-after children with disabilities. This means ensuring those children leaving care have their
individual needs addressed and ensuring children with SEN/disabilities have tailored education and health support which meets their needs.

Ensure children and young people enjoy and achieve by:

- Continue to build on our successful Children Centre programme by extending the number of centres within the borough which provide (among other services) parenting support and good quality childcare places up to primary school age.
- Improve the quality of our primary schools by implementing the Primary Capital Programme Strategy for Change
- Improve the quality of our secondary schools by implementing the Building Schools for the Future – Secondary School Investment Programme
- Increasing participation in out of school activities through the provision of holiday activities, delivering the Youth Strategy and enhancing activities for children and families through the Extended Schools Programme
- Developing a play and youth facility catchment area policy. This will enable gaps in play provision to be identified and resources prioritised to address these gaps
- Raising awareness, aspiration and achievement amongst young people via the Aspire programme and other widening participation initiatives. This will encourage greater progression of local learners into higher education
- Encouraging the take up, by employers, of local students for work placements and work experience programmes. This will promote local employment opportunities and encourage the employment of local people

Ensure children and young people make a positive contribution by:

- Increasing opportunities for children, young people and their families views to be heard through consultation, the design of services and by continuing to ensure Lambeth has a vibrant Youth Council and Youth Major.

Ensure children and young people achieve economic wellbeing by:

- Working to deliver one of our LAA targets, to reduce the number of young people not in education, employment and training.

Universal issues

Our approach to delivering this long-term outcome and our three-year programme of work will take into account our universal issues. These issues are of particular importance to Lambeth and will have an impact on the way we deliver our vision and outcomes within this strategy.

Neighbourhood working

Our Working Neighbourhood Fund programme supports our 2020 outcome of ensuring children and young people are on the path to success. Key programmes being taken forward include targeted support to teenage parents. Work to engage with young people and stop them becoming involved in gangs is also being delivered through the Working Neighbourhood Fund.

Equalities and community cohesion

We will connect young people with a cross-section of individuals from their local community who will be able to support their emotional development. We will work with the local community, third sector and with our public sector partners to identify how our communities can be supported to take this aspiration forward.

We will continue to support projects which positively impact the social identity of BME young people such as the delivery of the Young and Safe Strategic Action Plan and activities undertaken through schools/youth related activity – including ‘Rites of Passage’ work.

Sustainability
Our focus on worklessness and ensuring children and young people have the right education and training to succeed in life will reduce the likelihood that they will be unemployed or at risk of poverty. In addition, delivery of the five national outcomes for children and young people through our Children and Young People’s Plan will ensure that quality of life for all our young people improves.

**Culture**
Cultural experiences, play opportunities and our youth facilities offer our communities a wealth of educational and learning opportunities. We will continue to grow the formal and informal learning environments offered by our libraries, parks and other spaces through festivals and events, such as our annual Black History Month programme, and by the wide range of activities/events our local arts, cultural and sports organisations provide.
Outcome 4:

Safe and cohesive places where people are empowered and have the confidence to play active roles in their communities

Lambeth is getting safer and our communities remain strong and cohesive overall. Since 2003/04 we have seen a 30% reduction in overall crime within the borough. This fall reflects decreases in crimes such as robbery, burglary, theft, wounding, criminal damage and common assault.

Our diverse communities are also strong and cohesive overall with 64% of people satisfied with their area as a place to live and 83% of people feeling they get on well with one another. The borough also benefits from a flourishing third sector with over a 1,000 voluntary organisations who are currently members of our umbrella third sector organisation, Lambeth Voluntary Action Council. Community safety is the number one public concern in Lambeth. Therefore the partnership is clear that we must continue to address this issue. We also know that tackling crime is vital if we are to make Lambeth a more attractive borough for businesses to invest in. Without increased business investment we will not be able to create the new local job opportunities that will reduce worklessness within the borough.

Challenges to success

- 61% of adults and 59% of young people said they were concerned about crime in the 2007 residents’ survey - this is significantly (7% and 8%) higher than figures recorded for London as a whole
- Lambeth currently ranks 12th out of the top 40 high crime areas in England and is one of the top three ‘high crime’ boroughs in London
- Drug use and alcohol also remain urgent issues and there are key links between these and robbery, theft, burglary and violent crime
- The Metropolitan Police Service has identified 27 organised youth gangs and there is reason to believe there may now be more than 30
- Only 30% of the Lambeth electorate voted in the 2006 local borough elections compared with nearly 40% across London
- Satisfaction with opportunities to get involved in decision making vary between parts of Lambeth with 48% of North Lambeth residents and 43% of Brixton residents satisfied compared with only 23% of Streatham residents
- In 2005, 88% of the borough felt that they got on well with each other, this number dropped to 83% in 2007
- The potential for extremism within our communities remains a concern both from the far right and from those advocating religious fundamentalism with several high profile terrorists having lived, studied and worshipped in Lambeth.

The way forward 2008-2011

In the next three years we will focus on five key areas which we feel will begin to address the barriers discussed above. These are:

- Cutting the crime rate in priority areas
- Tackling perceptions of crime in the borough
- Empowering our communities to have a real stake in local decision making
- Reducing the causes of community tensions that can lead to social break-down
- Tackling the drivers of violent extremism.
will measure our success in the medium term. By 2011 we want to have:

- Reduced serious violent crime
- Reduced serious acquisitive crime to 30.74 offences per 1,000 population
- Tackled perceptions about drug use and drug dealing so that only 54% of people believe drug use and drug dealing is a problem in the borough
- Tackled concerns about anti-social behaviour and crime by the local council and police
- Increased the percentage of people who feel they can influence decisions in their locality to 44%
- Increased the percentage of people satisfied with the area to 69%
- Build resilience to violent extremism within Lambeth so that we are rated as a Level 4 authority
- Increased young people’s participation in positive activities
- Ensure 34% of low income working families take up childcare
- Increased the number of registered volunteers.

By 2010 we want to have:

- Increased the proportion of incidents of domestic violence which result in sanctioned detections to 37%
- Reduced the proportion of total incidents of domestic violence that are repeat incidents to 27.3%
- Reduced the proportion of total incidents of domestic violence (excluding those whose cases are managed by a Multi-Agency Risk Assessment Conference System) to 54%
- Increased the number of domestic violence offenders brought to justice to 165
- Reduced the number of first time entrants from BME groups to the Youth Justice System by 44 people
- Reduced the average number of re-offences committed by BME young people taking part in Intensive Supervision and Surveillance Programmes to 7.7 crimes per person within this group
- Reduced the number of accidental dwelling fires in Lambeth (over the three year period 2007-10) to 979

**Partner-led improvements**

Given that community safety and crime is the number one concern for residents within the borough, much of the wider partnership outcomes, targets and activities already form a key part of our Local Area Agreement listed above. In addition, Lambeth First is working to deliver a range of strategies which set out wider partner-led service improvements which will support the delivery of our outcome. These include the Safer Lambeth Partnership Plan, Young and Safe in Lambeth, our Gangs Action Plan and our Equalities and Cohesion Action Plan. In addition, the council is currently finalising its new community engagement strategy which will set out a series of initiatives that will empower/enable our communities to become more involved in our local democracy. These strategies complement the focus of the Local Area Agreement and aim to achieve the following outcomes:

**Reduce serious and violent crime by:**

- Reducing the number of assaults causing injury, knife offences, gun crime, robbery and offences involving serious violence
- Improving the detection rate of violent crime
- Breaking the link between violent crime and drugs by disrupting the local drugs market
- Supporting the Metropolitan Police Service in meeting the objectives if the Serious Violence Reduction Strategy.

**Reduce the harm caused by drugs and alcohol by:**

- Protecting communities from drug misuses through robust enforcement such as high visibility policing, targeting drug trafficking, closing crack houses, seizing assets obtained through drug dealing and improving our understanding of the local drugs market
• Preventing harm to children, young people and families affected by drug misuse by addressing the problems caused by drug using parents and implementing the Young Person’s Substance Misuse Treatment Plan
• Delivering new approaches to drug treatment and social re-integration by increasing the number of drug users in effective treatment, improving retention rates in drug treatment programmes and increasing engagement in treatment of young black and white British males aged 18-24, who are known to the criminal justice system
• Implementing the Alcohol Strategy which will reduce the level of alcohol related violence/domestic violence, promote more responsible attitudes to alcohol misuse and improve the capacity/quality of treatment pathways

Reduce the youth reoffending rate by:
• Implementing the Young and Safe Strategic Action Plan which will provide targeted diversionary activities, extend youth provision, provide better pathways into employment for young people, provide greater support for vulnerable families who children are at risk of becoming involved in gangs and increase enforcement activity to stem the flow of gang violence
• Developing programmes to provide targeted mentoring support for young people who are at risk of becoming involved in gangs and serious violent crime such as the Phoenix Programme

Support the creation of more cohesive and resilient communities by:
• Improving the detection of hate crime by implementing the Hate Crime Strategy
• Improving local communities perceptions on crime and promoting community cohesion through coordinated communication and engagement initiatives
• Targeting crime and disorder hotspots which are driving a fear of crime within the borough
• Continuing to work with our Muslim community to challenge the minority of individuals who advocate violent extremism.

Support the creation of safer, more respectful communities by:
• Developing and strengthening the Safer Neighbourhoods work by encouraging marginalised people to join Safer Neighbourhoods Panels
• Implementing the Anti-Social Behaviour Strategy, targeting persistent offenders through prevention, intervention and rehabilitation
• Implementing the Resettlement Strategy to re-integrate offenders into our communities.

Universal issues
Our approach to delivering this long-term outcome and our three-year programme of work will take into account our universal issues. These issues are of particular importance to Lambeth and will have an impact on the way in which we deliver our vision and outcomes within this strategy.

Neighbourhood working
Neighbourhood working is already a key feature of our efforts to create safe and cohesive places. Our Safer Neighbourhoods Teams tackle crime and provide appropriate community reassurance across the borough. Our Working Neighbourhood Fund will, over the medium term, support delivery of our Gangs Action Plan.

In addition, our Brixton Neighbourhood Working pilot area will undertake targeted work in the Coldharbour ward (which has the highest levels of crime in London), and will tackle anti-social behaviour in Brixton town centre/provide increased enforcement activity.

Our Waterloo Neighbourhood Working pilot area will complement existing work by the South Bank Employers Group to improve safety through the enhancement of CCTV and emergency planning. In addition, the focus on promoting volunteering through the Working Neighbourhood Fund also seeks to ensure we have stronger/more cohesive communities.
**Equalities and community cohesion**

We understand that the urge to form gangs can be seen as a desire for self-help in economic as well as social terms. We will engage with young people to develop positive action agendas and will work with communities as a whole to design appropriate responses.

We will ensure that the Economic Development Strategy and Children and Young People’s Plan contain direct as well as systematic actions to address the economic drivers of criminal and gang related activity. These strategies will incorporate approaches that recognise the particular experience of BME young people (male and female) and where appropriate will be tailored to meet the specific needs of vulnerable individuals.

We are committed to providing a continuous stream of information which will help the ever-changing citizens of the borough to understand the diverse cultures of the communities with whom they live. We will also build on our cultural offer (set out below) and develop activities which encourage/enable people to come out of their homes, meet with their neighbours and understand one another.

**Sustainability**

A strong, healthy and just society must be one where communities are not undermined by crime and social tensions. It is crucial therefore that communities can be actively engaged in deciding the future of their area.

**Culture**

Arts, sports and cultural services provided by local arts organisations, the Sports Action Zone and the council generate positive activities to divert young people away from anti-social behaviour. Engaging in cultural and creative activities enables our residents to acquire new skills, develop leadership qualities, break down barriers to engagement and build social relationships. We will use culture to bring physical improvements to our public realm, help design out crime and empower local people to create a shared sense of place.
Outcome 5:

**Improved health and well-being of people which enables them to live active and independent lives**

Lambeth’s health needs are complex and interrelated. High density housing, high levels of deprivation, crime, unemployment and drug/substance misuse increasingly challenge the health of our residents. In recent years we have therefore seen the gap in life expectancy widen. We have also been faced with other health issues such as continued high levels of mental illness in the borough.

Against this challenging backdrop, we have achieved some successes and, overall, the health and wellbeing of Lambeth’s communities is improving. Like the rest of London, the vast majority of Lambeth residents feel they are currently in good health (72% compared with 71% in London). Indeed, perceptions of health are more positive here than nationally (72% compared with 69% across England). Lambeth has seen real improvements in a number of areas, especially deaths from cancer, circulatory disease, infectious disease and reductions in teenage conceptions. Infant mortality is reducing and immunisation coverage improving. In addition, rates of physical activity are higher than the national average.

Considerable progress has also been made in safeguarding vulnerable adults from abuse in Lambeth through improved awareness, reporting and investigation. This is reflected in an annual upward trend in reported abuse, from 126 alerts in 2005-06 to in excess of 300 in 2007-08.

Ensuring our residents are in good health is a vital component to tackling worklessness. People with poor mental health, physical health and other disabilities will face more barriers when trying to access employment. A key focus of the partnership will therefore be to tackle the causes of ill health to ensure these barriers are removed.

**Challenges to success**

We know that there are a number of challenges hindering us from progressing with our outcome. Key issues which are of particular concern to Lambeth First include:

- **Reducing health inequalities** (reflected in the lower life expectancies in both men and women overall and variations within Lambeth) and the link between worklessness and the broader determinants of health such as housing, environment, access to good quality services/health care
- **Reducing premature mortality and increasing overall life expectancy** in Lambeth which is caused by a number of factors, such as higher deaths from cardiovascular disease, cancers, respiratory disease, liver conditions, neonatal deaths, HIV and accidents
- **Focusing on prevention and staying healthy.** At present, Lambeth scores 4th worst in London on unhealthy lifestyles increasing the risk of serious illness over the long term. Higher than average rates of smoking, alcohol use, drug use and sexually transmitted infections all have an impact
- **Supporting people** to live independent and active lives. As the population in Lambeth ages the pressure to support people will also increase. At present, over 1,500 older people in Lambeth have dementia.
- **Managing Long Term conditions and supporting** (with medical advances) people with complex physical needs. People are now living longer and this will add to the pressures faced by our social care services.
- **Reducing mental illness and promoting mental health is a key priority in Lambeth.** There is a need to provide greater support to people who are diagnosed with severe mental illness and substance misuse issues. Lambeth’s incidence of psychoses and suicide are considerably higher than both the London and national average.
The way forward 2008-2011

The partnership is seeking to address these challenges through the Sustainable Community Strategy, Local Area Agreement and a range of health, social care and wellbeing strategies. Clearly we must address the health of the borough as a whole, and in particular, we have enormous scope to change the quality of life for our more vulnerable residents. In the next three years we will focus on six key areas which we feel will begin to address the barriers discussed above. These are:

- Tackling the health inequalities within Lambeth and narrowing the gap in health inequalities between Lambeth and the rest of England – which is getting wider
- Promoting healthier lives by reducing the prevalence of alcohol drinking, improving people’s diet and increase exercise rates
- Reducing and tackling long term conditions
- Improving mental health within the borough and ensuring those who experience mental illness are not excluded from society
- Supporting people to live independent lives through personalised services
- Supporting carers so they have the help and support to care for family members

Our Local Area Agreement sets out four key performance indicators and two LAA stretch targets which will measure our success in the medium term. By 2011 we want to have:

- Reduced mortality rates from circulatory diseases in people under 75 to 85 per 100,000
- Increased the number of clients receiving self-directed support to 375 people per 100,000
- Increased the number of vulnerable people (in receipt of housing related support from the supporting people programme) living independently to 78%
- Increased the percentage of carers who have their needs assessed/reviewed and who take up a service to 25%.

By 2010 we want to have:

- A 17% increase in smokers who set a quit date and are abstaining from smoking 52 weeks after quit date
- Increased the number of smokers from BME groups who attend Lambeth Stop Smoking Services who had set a quit date and who are still not smoking after four weeks up to 1,707 (from 2007-2010)
- Reduced test purchases that result in illegal sales of tobacco/cigarettes by 20%
- Increased the number of Supporting People service users who have moved on in a planned way from temporary living arrangements to 2,427 moves over the three years (2007-2010).

Partner-led improvements

As well as the Local Area Agreement, Lambeth First is working to deliver a number of strategies around improving health and wellbeing and supporting the care needs of people that will improve outcomes for people. A number of these are already in place and others are in development. These are:

- Alcohol Strategy
- Building Schools for the Future – Secondary School Investment Programme
- Carers’ Strategy
- Children and Young People’s Plan
- Children and Young People Sport Plan
- Extra Care Housing Strategy
- Health and Wellbeing Strategy (in development)
- Healthy Weight/Healthy Lives Strategy
- Lambeth PCT Five-Year Commissioning Strategy Plan
- Lambeth Sexual Health Strategy
• Lambeth Tobacco Control Strategy
• Learning Disability Commissioning Strategy: Your Care Your Way
• Mental Health Commissioning Strategy: Towards Social Inclusion
• Mental Health Older Adults Commissioning Strategy
• Mental Health Promotion Strategy
• Older People’s Strategy (in development)
• Physical Disability Joint Health and Social Care Strategy (due for review by 2009)
• Primary Capital Programme Strategy for Change
• Supporting People Strategy: Tackling Social Inclusion
• Teenage Pregnancy Strategy

Over the medium-term these strategies complement the focus of the Local Area Agreement and aim to achieve the following outcomes:

Provide improvements for people with long term care needs by:
• Reducing the factors which can lead to cardio-vascular disorders
• Developing memory services which provide early assessment, treatment and support
• Personalising care plans and increasing self-directed care

Support children and young people by:
• Reducing infant mortality
• Improving breastfeeding rates, increasing immunisation rates and reducing obesity

Improve sexual health by:
• Delivering the national targets around Genito Urinary Medicine services and reducing teenage pregnancy rates
• Reducing new diagnosis of sexually transmitted diseases

Improve mental health by:
• Reducing the prevalence of mental illness within Lambeth with reference to the higher rates of mental health issues within our BME communities and the challenges mental illness presents for older people
• Facilitating social inclusion for people affected by mental illness and provide personalised care/support to mental health sufferers.

Ensure people stay healthy by:
• Reducing the prevalence of alcohol drinking, smoking and hypertension
• Improving people’s diet and exercise rates
• Enabling children and young people to access and achieve excellence in sport through the Children and Young People Sports Plan
• Improving sport and physical activity facilities through the Building Schools for Future programme
• Continuing to deliver the Sports Action Zone to increase participation in sport in some of our most deprived areas.

Provide high quality end of life care by:
• Improving the quality and consistency of end of life care
• Providing care closer to people’s homes
• Providing greater access to primary care services.

Provide services for people that enable them to live independent and active lives by:
• Providing people with leisure/cultural services that meet their needs and keep them active and healthy
• Providing tailored support services to enable people to remain independent in their homes as long as possible
• Joining up services so that people with complex health needs receive the support services they need to live active and independent lives

Implement our Supporting People programme so that vulnerable people in the community are placed at no disadvantage and are able to access economic and social opportunities through better housing, employment opportunities, training, education and health by:

• Promoting and sustaining independence so that by 2010 all service users are supported to live independently and are able to move on from temporary living arrangements
• Engaging with service users and providers to ensure our services are tailored to meet need
• Improving access to supporting people services.

Provide coordinated support to carers which will ensure that the needs of vulnerable people are met by:

• Providing a Carers Hub which will offer information and advice, support services, advocacy and support networks
• Increasing the recognition and respect for carers through forums and publicity
• Enabling carers to complete assessments which enable the take-up of self-directed care and formal care
• Helping carers remain healthy through the promotion of healthy lifestyles, training and physical/emotional support.

Universal issues

Our approach to delivering this long-term outcome of “Improved health and well-being of people which enables them to live active and independent lives” and our three-year programme of work will take into account our universal issues. These issues are of particular importance to Lambeth and will have an impact on the way in which we deliver our vision and outcomes within this strategy.

Neighbourhood working

The Working Neighbourhood Fund will target the health needs of particular communities. For example, the link between worklessness and poor health of our deprived communities will be explored – with appropriate support services designed and delivered. This will ensure health barriers stopping people from accessing employment are tackled.

Equalities, community cohesion and sustainability

Our focus around reducing health inequalities, providing access to health services and personalisation of care services seeks to make sure poor health is never a barrier to stopping people from achieving their ambitions. By ensuring our communities are in good health, we also remove a potential barrier to employment.

We will develop and pilot projects that provide ‘sheltered’ pathways into work for residents recovering from mental illness. Further, we will also seek to create greater partnership/joined-up working between mental health services.

In addition, to support improved mental health services, further research will be undertaken to identify the factors that contribute to the higher rates of mental illness within our BME communities.

Culture

Arts and sports activities, together with high quality cultural venues, enable people to be physically active and lead healthy lifestyles. We’ll continue to work with the Sports Action Zone and Community Sports and Physical Activity Partnership to ensure our sports facilities improve in quality and continue to support our local health outcomes.

We’ll also continue our work with local arts organisations to increase physical activity and promote good health through creative engagement in dance, music, theatre and other cultural activities/events.
addition, our libraries will expand their resources to enable communities to make informed choices about their health.
Outcome 6:

Lower levels of poverty and social exclusion in Lambeth by helping more of our socially excluded adults in employment, education and training

This strategy has already discussed the many positive aspects of life in Lambeth, including large numbers of people with high skill levels, strong foundations for an improving economy (that supports business growth through spatial planning), a growing number of new businesses, falling crime and improving education attainment of our young people.

However, data continues to show a range of social and economic barriers facing our communities and we continue to see high rates of poverty and social exclusion. Poverty within the borough has a disproportionate affect on vulnerable people, children and young people. While the overarching focus of this strategy is to tackle poverty overall (by dealing with the component social and economic problems that lead to worklessness), Lambeth First recognise that specific, personalised and targeted support must be given to our most vulnerable communities to ensure they benefit from our attempts to tackle worklessness. These include adults with learning or physical disabilities, adults with mental health problems, young offenders and offenders.

Challenges to success

We know that there are a number of challenges hindering us from progressing with our outcome. Key issues which are of particular concern to Lambeth First include:

- The 2007 Index of Multiple Deprivation (IMD) places Lambeth as the 5th most deprived borough in London and 19th most deprived in England - a worsening from our rating in 2004 where the borough was ranked 23rd in England
- Those living in the most deprived areas are spread throughout the borough but are particularly concentrated in Coldharbour ward
- One quarter (17,000 out of 67,000) of Lambeth’s under-19s live in areas of income deprivation and 38% of secondary school pupils are eligible for free school meals, the fifth highest proportion in England
- Less than 3% of adults with learning disabilities are in employment and over 30% of young offenders are not in education, employment and training
- Without access to good quality employment the barriers for those with mental health needs/learning disabilities to escaping poverty are much higher
- Ex-offenders are not currently presented with clear alternatives to a life of crime/poverty.
- Lambeth has a lower take-up rate of benefits for vulnerable adults and older people. These benefits can help alleviate poverty.

The way forward 2008-2011

We need to set those from our most vulnerable communities on the pathway to success through tailored education/skills support, which lead to employment and a career pathway. We also need to ensure that vulnerable adults, who are entitled to additional financial support, are helped to access this support. In the next three years we will focus on two key areas which we feel will begin to address the barriers discussed above. These are:

- Lifting more of our children out of poverty by ensuring our most vulnerable families (those with parents with specific needs/disabilities) are helped into employment
- Helping young offenders and ex-offenders move away permanently from crime and poverty by helping them into employment, education or training
Our Local Area Agreement sets out five key performance indicators and one LAA stretch target which will measure our success in the medium term. By 2011 we want to have:

- Reduced the proportion of children in poverty to 28.5%
- Increased the percentage of adults with learning disabilities in employment
- Increased the percentage of adults in contact with secondary mental health services in employment
- Increased the percentage of young offenders in suitable education, employment or training to 80%
- Increased the percentage of offenders under probation supervision in employment at the end of their order or licence to 40%.

By 2010 we want to have:

- Assisted 3,600 individual residents to successfully claim a statutory benefit(s) through Lambeth Council’s enhanced benefit take-up campaign

**Partner-led improvements**

As well as the Local Area Agreement, Lambeth First is working to deliver a number of strategies around tackling poverty such as the Economic Development Strategy, Employment and Skills Plan and Safer Lambeth Delivery Plan. The focus of the Economic Development Strategy is set out in our first two outcomes. This outcome will also be met through our work to help young people and disabled people into employment. The Employment and Skills Plan seeks to remove barriers to employment, improve employment advice/basic skills/vocational training and promote local workforce development. The Safer Lambeth Delivery Plan also includes a focus on providing pathways to employment by developing apprenticeship and employment opportunities based in local private and social enterprises.

**Universal issues**

Our approach to delivering this long-term outcome and our three-year programme of work will take into account our universal issues. These issues are of particular importance to Lambeth and will have an impact on the way in which we deliver our vision and outcomes within this strategy.

**Neighbourhood working**

Where appropriate, our Working Neighbourhood Fund will be targeted to our most socially excluded areas such as Coldharbour ward. Working with communities we will develop tailored support services/programmes which tackle the causes of social exclusion.

**Equalities and community cohesion**

We will take account of equalities and cohesion issues by ensuring we combat the strong links between mental illness and a sense of purpose through employment opportunities.

**Sustainability**

A strong, healthy and just society cannot be realised if there are individuals and communities who are marginalised and excluded from mainstream society through poverty. Without tackling worklessness head-on we cannot expect to create a sustainable borough. We will ensure our worklessness agenda extends to our most vulnerable communities (offenders and people with disabilities). We will provide tailored support to these individuals to ensure they, like the rest of our residents, get an improved quality of life.

**Culture**

Our local cultural offer will support our planned reduction in poverty and social exclusion. We will work with organisations who make up our local cultural economy to provide high quality, relevant and accessible cultural services that celebrate/mainstream diversity, promote inclusion and promote
community cohesion.

We will continue to offer tailored formal and informal learning experiences which meet the national generic learning outcomes and signpost progression routes to further training and employment. We will continue to support our residents with physical/learning disabilities or mental health issues through high quality arts and cultural activities, provision of accessible settings for adult learning in our libraries and by facilitating networks such as the Lambeth Arts and Disability Network.
4.3 Environmental Wellbeing

Outcome 7:

Mixed and sustainable communities with an increased supply of new homes, improved existing dwellings and a high quality physical environment

We’re making progress in meeting the housing needs of the borough while ensuring we protect and enhance our local environment. More of our social housing is now rated as ‘decent’ under the Decent Homes Standard. In addition, from 2005-2008 2,721 affordable new homes were completed within the borough and we secured the second highest initial allocation of funding from the National Affordable Homes Programme in London for 2006-08. Across London the London Plan sets out a target of providing a minimum of 11,000 new homes by 2017.

The quality of our environment is improving. We have secured Green Flag accreditation for two of our parks (Milkwood Community Park and Vauxhall Park). Household recycling is also on the up, with just under 25% of our waste recycled or composted. Air quality is improving with nitrogen oxide and fine particulates falling and we have lower CO\textsubscript{2} emissions at 5.5 tonnes per 1,000 population than the inner London and UK average (6.8 tonnes and 7.9 tonnes respectively).

The borough also benefits from good public transport links with fourteen over ground railway stations, eight underground stations (predominantly in the north of the borough), numerous bus routes and an expanding network of cycle routes.

Challenges to success

We know there are a number of challenges hindering us from progressing with our outcome. Key issues of particular concern to Lambeth First include:

- **Demand for housing** in Lambeth will exceed supply for the foreseeable future with demand for rented housing being very high. Currently around 16,000 households are on the housing register for social housing
- At present some 2,100 people are waiting in **temporary accommodation**, of which 75% are families with children or single pregnant women
- The **average rent** for a two bedroom property is £230 per week reflecting the strong demand for rented housing in light of the shortage of social housing - a fact which adds to higher levels of poverty
- While 46% of Lambeth’s households are headed by members of an ethnic minority group, some 73% of those placed in temporary accommodation are ethnic minority households
- Residents rate **cleanliness** as their third highest concern
- Half of Lambeth’s surface footway (50%) is in need of structural maintenance - this is the highest in London and twice the national figure
- We are unlikely to meet government **air quality** targets over the next four to five years
- Whilst we have lower CO\textsubscript{2} emissions that the rest of inner London, the partnership knows that **greenhouse gas emissions must be reduced** and that all organisations must come together to undertake coordinated action to address this serious issue
- **Household recycling** rates do not compare well with the best rates in England which are as high as 50%.

The way forward 2008-2011

In the next three years we will focus on five key areas which we feel will begin to address the barriers discussed above. These are:
• Increasing affordable housing and reduce those in temporary accommodation
• Increasing the quality of housing
• Improving the physical environment within our towns centres and neighbourhoods through improved cleanliness
• Improving the quality of our parks and open spaces
• Responding to climate change concerns and air quality through a reduction in CO\textsuperscript{2} emissions.

Our Local Area Agreement sets out five key performance indicators and one LAA stretch target which will measure our success in the medium term. By 2011 we will have:

- Delivered 1,600 affordable homes
- Reduced the number of households living in temporary accommodation to 1,000
- Reduced per capita CO\textsuperscript{2} emissions in the local authority area by 5%
- Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly posting)
- Reduced the percentage of homes that are non-decent within Lambeth by 10%

By 2010 we will have:

- Increased the number of parks achieving Green Flag status in Lambeth to six parks

**Partner-led improvements**

As well as the Local Area Agreement, Lambeth First is working to deliver a range of strategies which set out wider partner-led service improvements which will support the delivery of our 2020 outcome. These include:

- The Housing Strategy
- The emerging Local Development Framework
- Waste Action Plan
- Bio Diversity Action Plan and Open Spaces Strategy
- Transport Local Implementation Plan.

In addition, organisations such as Lambeth Council (who have signed up to the Nottingham Declaration on Climate Change) have developed their own Sustainability Charter and will be seeking to reduce carbon emissions. These strategies complement the focus of the Local Area Agreement and aim to achieve the following outcomes:

**Increase the supply of dwellings by:**

- Aiming to achieve the council’s policy for 50% affordable housing with subsidy and 40% without subsidy wherever possible in development proposals
- Ensuring the Local Development Framework will pursue further opportunities to increase housing while balancing this need against our desire for increased land for employment/businesses
- Responding to the statutory minimum housing supply targets set out in the London Plan.

**Improve the quality of social and private sector housing stock by:**

- Securing government investment for existing social housing stock so the borough meets the Decent Homes standard
- Developing the new Strategic Housing Partnership (which is comprised of Registered Social landlords, the council and partners) to design and implement programmes that improve the condition of social housing
- Maximising the limited private sector housing grants, undertaking enforcement action and helping residents release equity within their homes so that their property is of an appropriate standard.
Improve access to housing by:
- Providing targeted support to vulnerable individuals with a view to moving people away from long-term dependence on council services - most people accepted as homeless by the council have young children and long-term term temporary accommodation is not ideal
- Widening the range of options available to homeless households by providing access to private rented accommodation - the council will continue to use its choice-based lettings scheme to improve access to housing
- Providing more support to residents on middle incomes to enable them to become homeowners by using intermediate housing where people can buy a share of a property.

Create mixed, sustainable communities by:
- Working with tenants on large social housing estates to create more mixed tenure communities. Through the neighbourhood-based estate regeneration programme, Lambeth Council will respond to expressions of interest from tenant groups who see the advantages of investing in their estate to improve their existing dwellings and/or replace homes with new social housing. Subject to the views of existing tenants, this could also entail providing more homes for owner occupation for those already living on the estate.

Improve the quality of our environment, open spaces and our street scene by:
- Continuing our work to improve parks and open spaces within the borough, implementing proposed Local Nature Reserves and improving local biodiversity
- Ensuring all our parks are managed to ‘Green Flag’ standards regardless of whether they have the accreditation or not
- Building on the LAAs focus to improve litter/cleanliness within the borough, Lambeth First will look to tailor street scene services at the neighbourhood level to ensure areas with increased use remain clean and tidy
- Agreeing a clear strategy and action plan, which all the partners will contribute toward delivering, that undertakes programmes/initiatives to reduce the level of greenhouse gas emissions

Reduce waste and increase recycling within the borough by:
- Delivering our Waste Action Plan - currently 24.4% of household waste is recycled and composted. While waste services are primarily delivered by Lambeth Council, Lambeth First will continue to explore ways in which partner-led activities can support their efforts

Improve public transport by
- Being clear and ambitious with regard to the transport needs of the borough. The partnership will proactively lobby the government and relevant agencies to invest in transport improvements within the borough.

Universal issues

Neighbourhood working
Key partner organisations such as the South Bank Employers Group already co-ordinate area-based partnerships to improve the quality and cleanliness of the public realm in the north of the borough. This is essential to the inward investment potential of our key gateways and making sure our world class cultural offer remains popular.

Other Neighbourhood Working pilot areas such as Brixton will also focus on the local environment/street scene. This will consist of tailoring environmental services to the needs of specific communities. By varying the level/type of services we provide, we will be able to ensure all areas of the borough benefit from a high quality local environment.

Equalities and community cohesion
We will take account of equalities and cohesion issues by exploring how shared housing ownership
models can be better used locally, how equity might be realised though self-build and how community ownership might be developed.

Given the housing supply constraints in Lambeth, not all households can be accommodated in the borough. We will explore links with neighbouring areas to enable housing providers/services to match housing options to the needs of our communities.

Sustainability
The emphasis will be on the design of mixed, balanced and sustainable communities through spatial planning and housing policy. We also want to improve the environment in the short, medium and long-term. This will be achieved by improving cleanliness and reducing litter, grime and graffiti, increasing the amount of waste we recycle and tackling climate change.

We will tackle climate change at the local level by supporting activities already in place (such as Lambeth Council’s Sustainability Charter and local pilot projects being implemented through the South Bank Employers Group) as well as developing co-ordinated Local Strategic Partnership-wide activity to do whatever we can to reduce carbon emissions. This means embracing and acting on the ‘living within environmental limits’ and ‘using sound science’ principles as set out by central government.

Culture
Culture plays a key role in ensuring the communities we live in are mixed, sustainable and dynamic. By growing our local cultural infrastructure, we will maximise the physical, social and economic benefits of our cultural offer to help deliver this outcome.

Public realm improvements integrating arts and cultural interventions as well as new leisure facilities will add value to the council’s regeneration programmes. This is complemented by South Bank cultural facilities improvements led by the South Bank Employers Group and by programmes such as the Sport Action Zone.

We will continue to provide a high quality physical environment for our residents and visitors through our parks and open spaces. These cultural arenas enable our diverse communities to come together informally, promoting wellbeing and community cohesion. Our Local Area Agreement stretch target to increase the number of parks accredited with Green Flag status supports this aim.
5.0 Moving Forward Together

The Sustainable Community Strategy has a clear vision for the future of Lambeth. We envisage Lambeth as a thriving borough that maximises all its strengths and tackles the root causes of the numerous social, economic and environmental challenges which hold the borough and its residents back.

This strategy will drive the changes we need to make within the borough by providing a clear direction of travel for Lambeth. In addition, we have ensured our long-term outcomes are underpinned by clear areas of focus and targets for the next three years. The work to achieve this will be challenging and will require the public, private and voluntary sector to work together even more closely than before. We are clear that it is only by moving forward together, as one partnership, that we will be able to deliver on these promises.

We are very aware that this strategy will only be meaningful if we deliver on its promises and show the people who live and work within Lambeth the actual improvements we have made to their lives year on year.

To show how we are delivering for the community, Lambeth First will:

- Publish an annual report which sets out what we have delivered and the progress we have made against our medium-term targets and long term outcomes
- Hold an annual Lambeth First AGM - enabling partner organisations, Councillors and members of the public to see the progress we have made and challenge organisations on the work they have undertaken
- Publish annual and quarterly performance information - enabling members of the public to see the progress we are making throughout the year

Publishing this strategy is not an end in itself; rather it is the start of our new journey forward. Lambeth First are confident that the time we have taken to work with the public, partner organisations, Councillors and central government has ensured that the direction we are taking to make improvements in quality of life is the right one.

If you would like further information about the work of Lambeth First or the Sustainable Community Strategy then please do not hesitate to contact the Lambeth First Team.

Address: Lambeth First Team, Town Hall, Brixton, London, SW2 1RW

E-mail: lambethfirst@lambeth.gov.uk

Telephone: 020 7926 1000
### 6.0 Appendices

**Appendix One:** The First Three Years – Lambeth’s Local Area Agreement 2008-11

*Mandatory CYP performance indicators are highlighted in **bold**

<table>
<thead>
<tr>
<th>Sustainable Community Strategy 2020 Outcomes</th>
<th>Indicator description</th>
<th>NI Number</th>
<th>Baseline</th>
<th>LAA Improvement Targets</th>
<th>Lead Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Lambeth is a great place to do business with higher levels of investment and business growth</strong></td>
<td>Overall employment rate&lt;sup&gt;1&lt;/sup&gt;</td>
<td>151</td>
<td>66.7%</td>
<td>67.8% 68.5% 69.3%</td>
<td>London Borough of Lambeth* Job Centre Plus</td>
</tr>
<tr>
<td></td>
<td>New business registrations</td>
<td>171</td>
<td></td>
<td>No baseline from BERR until November 2008</td>
<td>Not required</td>
</tr>
<tr>
<td></td>
<td>Achievement of a Level 2 qualification by the age of 19</td>
<td>79</td>
<td>67% (2007)</td>
<td>68.7% 71.1% 73.3%</td>
<td>Learning and Skills Council*</td>
</tr>
<tr>
<td></td>
<td>16-18 year olds not in education, employment or training&lt;sup&gt;2&lt;/sup&gt;</td>
<td>117</td>
<td>9.8% (2007)</td>
<td>9.1% 8.1% 7.1%</td>
<td>London Borough of Lambeth*</td>
</tr>
<tr>
<td></td>
<td>Working age population qualified to at least Level 2 or higher&lt;sup&gt;3&lt;/sup&gt;</td>
<td>163</td>
<td>68.2% of population working age (2006/07)</td>
<td>68.9% 70.2% 72.2%</td>
<td>London Borough of Lambeth* other partners e.g. SBEG</td>
</tr>
<tr>
<td></td>
<td>Migrants English language skills and knowledge</td>
<td>13</td>
<td>Not required until annual refresh</td>
<td>Not required</td>
<td>Learning and Skills Council* Lambeth College,</td>
</tr>
</tbody>
</table>

<sup>1</sup> First of five indicators eligible for working neighbourhoods fund reward  
<sup>2</sup> Second of five indicators eligible for working neighbourhoods fund reward  
<sup>3</sup> Third of five indicators eligible for working neighbourhoods fund reward
<table>
<thead>
<tr>
<th>Even more children and young people are on the path to success through the provision of good quality education, training and jobs which reduces the risk of exclusion and offending</th>
<th>Working age people claiming out of work benefits in the worst performing neighbourhoods</th>
<th>153</th>
<th>27.6% (2007)</th>
<th>26.0%</th>
<th>25</th>
<th>23.3%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emotional health of children</td>
<td>50</td>
<td>56% (2007) (to be submitted)</td>
<td>62%</td>
<td>70%</td>
<td>75%</td>
<td></td>
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<tr>
<td>Obesity among primary school age children</td>
<td>55</td>
<td>13.1% obese (2006/07)</td>
<td>13.6% obese</td>
<td>13.4% obese</td>
<td>12.8% obese</td>
<td></td>
</tr>
<tr>
<td>Stability of placements of looked after children: length of placement</td>
<td>63</td>
<td>63% (2006/07)</td>
<td>64%</td>
<td>66%</td>
<td>68%</td>
<td></td>
</tr>
<tr>
<td>Under 18 conception rate</td>
<td>112</td>
<td>85.3 per 1,000 females (1998)</td>
<td>19.1% reduction to 69 per 1,000 females</td>
<td>30% reduction to 59.7 per 1,000 females</td>
<td>tbc</td>
<td></td>
</tr>
<tr>
<td>Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stage 2 and Key Stage 4</td>
<td>102a and 102b</td>
<td>Key Stage 2: 14% (2007) Key Stage 4: 12% (2007)</td>
<td>Key Stage 2: 13% Key Stage 4: 11%</td>
<td>Key Stage 2: 12%</td>
<td>Key Stage 4: 9%</td>
<td></td>
</tr>
<tr>
<td>Rate of permanent exclusions from school</td>
<td>114 (Local PI)</td>
<td>0.12%</td>
<td>0.15%</td>
<td>0.12%</td>
<td>0.09%</td>
<td></td>
</tr>
</tbody>
</table>

---

4 Fourth of five indicators eligible for working neighbourhoods fund reward
LSP Board – Final Draft
<table>
<thead>
<tr>
<th>Description</th>
<th>Target 2007</th>
<th>Target 2009</th>
<th>Borough</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Exclusions</td>
<td>37</td>
<td>40</td>
<td>41</td>
</tr>
<tr>
<td>Achievement of at least 78 points across the early years foundation stage including 6+ in all CLL and PSED Scales</td>
<td>72% (July 2007)</td>
<td>39.6%</td>
<td>40%</td>
</tr>
<tr>
<td>Achievement at Level 4 or above in both English and maths at KS2</td>
<td>64% (July 2007)</td>
<td>New target for academic year 08/09</td>
<td>73%</td>
</tr>
<tr>
<td>Achievement at Level 5 or above in English and maths at KS3</td>
<td>65% (July 2007)</td>
<td>New target for 2009</td>
<td>68%</td>
</tr>
<tr>
<td>Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths</td>
<td>38.4% (July 2007)</td>
<td>50%</td>
<td>51.1%</td>
</tr>
<tr>
<td>Achievement at Level 5 or above in science in KS3</td>
<td>65% (July 2007)</td>
<td>74%</td>
<td>74%</td>
</tr>
<tr>
<td>Secondary school persistent absence rate</td>
<td>6.5% (July 2007)</td>
<td>New target for 2009</td>
<td>5.2%</td>
</tr>
<tr>
<td>Narrowing the gap between the lowest achieving 20% in the early years foundation stage profile and the rest</td>
<td>41.9% (July 2007)</td>
<td>33.3%</td>
<td>31.8%</td>
</tr>
<tr>
<td>Progression by 2 levels in English at Key Stage 1 and 2</td>
<td>Data not available – new target</td>
<td>New target for 2009</td>
<td>86%</td>
</tr>
<tr>
<td>Progression by 2 levels in Maths at Key Stage 1 and 2</td>
<td>Data not available – new target</td>
<td>New target for 2009</td>
<td>83%</td>
</tr>
<tr>
<td>Progression by 2 levels in English at Key Stage 2 and 3</td>
<td>95</td>
<td>Data not available – new target</td>
<td>New target for 2009</td>
</tr>
<tr>
<td>-------------------------------------------------------</td>
<td>----</td>
<td>--------------------------------</td>
<td>-------------------</td>
</tr>
<tr>
<td>Progression by 2 levels in Maths at Key Stage 2 and 3</td>
<td>96</td>
<td>Data not available – new target</td>
<td>New target for 2009</td>
</tr>
<tr>
<td>Progression by 2 levels in English at Key Stage 3 and 4</td>
<td>97</td>
<td>Data not available – new target</td>
<td>New target for 2009</td>
</tr>
<tr>
<td>Progression by 2 levels in Maths at Key Stage 3 and 4</td>
<td>98</td>
<td>Data not available – new target</td>
<td>New target for 2009</td>
</tr>
<tr>
<td>Children in care reaching level 4 in English at KS2</td>
<td>99</td>
<td>50% (July 2007)</td>
<td>48%</td>
</tr>
<tr>
<td>Children in care reaching level 4 in Maths at KS2</td>
<td>100</td>
<td>45% (July 2007)</td>
<td>48%</td>
</tr>
<tr>
<td>Children in care achieving 5 A*-C GCSES at KS4</td>
<td>101</td>
<td>22.2% (July 2007)</td>
<td>30%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Serious violent crime</th>
<th>15</th>
<th>Not required until annual refresh</th>
<th>Not required</th>
<th>London Borough of Lambeth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Serious acquisitive crime</td>
<td>16</td>
<td>33.41 per 1,000 population (2007/08)</td>
<td>32.34 per 1,000 population</td>
<td>31.50 per 1,000 population</td>
</tr>
<tr>
<td>Perceptions about drug use and drug dealing as a problem</td>
<td>42</td>
<td>63% (2006/07)</td>
<td>59%</td>
<td>No survey</td>
</tr>
</tbody>
</table>
| **Dealing with concerns about anti-social behaviour and crime by the local council and police** | 21 | Not required until annual refresh | Not required | London Borough of Lambeth*  
Lambeth Police |
|---|---|---|---|---|
| **Percentage of people who feel they can influence decisions in their locality** | 4 | 40% (2007) | 40% | No survey | 44% | London Borough of Lambeth*  
All |
| **Overall/general satisfaction with the local area** | 5 | 64% (2007) postal survey | 66% | No survey | 69% | London Borough of Lambeth*  
All |
| **Building resilience to violent extremism within Lambeth** | 35 | 2 (2007/08) | 2 | 3 | 4 | London Borough of Lambeth*  
Lambeth Police |
| **Young people's participation in positive activities** | 110 | Not required until annual refresh | Not required | London Borough of Lambeth*  
All |
| **Take-up of formal childcare for low income working families** | 118 | 27% (2007) – latest data available from HMRC | 30% | 32% | 34% | London Borough of Lambeth*  
Job Centre Plus |
| **Increasing the number of volunteers registering** | Local PI | 2008/09 will form the baseline | tbc | LVAC, Age Concern, Clapham Park NDC |

**Improved health and wellbeing of people which enables them to live active and independent lives**

| Mortality rates from circulatory diseases in people under 75 | 121 | 117 (rolling average of 2004-2006) | 94 | 89 | 85 | Lambeth Primary Care Trust*  
Probation Service |
| Social Care clients receiving Self Directed Support (Direct Payments and Individual Budgets) | 130 | 128 per 100,000 (2007) | 150 | 225 | 375 | London Borough of Lambeth*  
Probation Service |
| Number of vulnerable people achieving independent living | 141 | 70% (2006/07) | 74% | 76% | 78% | London Borough of Lambeth*  
Probation Service |

---

5 Fifth of five indicators eligible for working neighbourhoods fund reward  
LSP Board – Final Draft
<table>
<thead>
<tr>
<th>Lower levels of poverty and social exclusion through higher numbers of socially excluded adults in employment, education and training</th>
<th>Carers receiving needs assessment or review and a specific carer's service, or advice and information</th>
<th>135</th>
<th>12% (2006/07)</th>
<th>15%</th>
<th>17%</th>
<th>25%</th>
<th>London Borough of Lambeth*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proportion of children in poverty</td>
<td>116</td>
<td>33.8% (April 2007)</td>
<td>32%</td>
<td>30.2%</td>
<td>28.5%</td>
<td>London Borough of Lambeth*</td>
<td></td>
</tr>
<tr>
<td>Adults with learning disabilities in employment</td>
<td>146</td>
<td>Not required until annual refresh</td>
<td>Not required</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>Job Centre Plus</td>
</tr>
<tr>
<td>Adults in contact with secondary mental health services in employment</td>
<td>150</td>
<td>Not required until annual refresh</td>
<td>Not required</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>London Borough of Lambeth</td>
</tr>
<tr>
<td>Young offenders engagement in suitable education, employment or training</td>
<td>45</td>
<td>69% (2006/07)</td>
<td>72%</td>
<td>76%</td>
<td>80%</td>
<td>London Borough of Lambeth*</td>
<td></td>
</tr>
<tr>
<td>Offenders under probation supervision in employment at the end of their order or licence</td>
<td>144</td>
<td>31% (2006/07)</td>
<td>35%</td>
<td>38%</td>
<td>40%</td>
<td>London Borough of Lambeth*</td>
<td></td>
</tr>
<tr>
<td>Mixed and sustainable communities with an increased supply of new homes, improved existing dwellings and a high quality physical environment</td>
<td>Number of affordable homes delivered (gross)</td>
<td>155</td>
<td>470 (2007/08)</td>
<td>480</td>
<td>550</td>
<td>570</td>
<td>London Borough of Lambeth*</td>
</tr>
<tr>
<td>Number of households living in temporary accommodation</td>
<td>156</td>
<td>2,111 (2007/08)</td>
<td>1,812</td>
<td>1,412</td>
<td>1,000</td>
<td>London Borough of Lambeth*</td>
<td></td>
</tr>
<tr>
<td>Percentage of non-decent council homes</td>
<td>158</td>
<td>32% (2006/07)</td>
<td>29%</td>
<td>26%</td>
<td>22%</td>
<td>London Borough of Lambeth*</td>
<td></td>
</tr>
</tbody>
</table>

---

6 The targets will be revised and this in contingent on CLG awarding decent homes funding.
LSP Board – Final Draft
**Per capita CO2 emissions in the local authority area**

<table>
<thead>
<tr>
<th>186 (DEFRA 2005)</th>
<th>2% reduction against baseline (0.11 tonnes)</th>
<th>3% reduction against baseline (additional 0.28 tonnes)</th>
<th>5% reduction against baseline (additional 0.55 tonnes)</th>
<th>London Borough of Lambeth All</th>
</tr>
</thead>
</table>

**Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly posting) (local PI)**

**Baseline:** Litter and Detritus previously collected under BV199a as a single figure. The grading has also changed compared to the methodology used for the BVPI hence NI 195(a) and (b) not fully comparable to the new definition.

<table>
<thead>
<tr>
<th>195 (Local PI)</th>
<th>Baseline year (2006/07)</th>
<th>11% (NI 195a)</th>
<th>9%</th>
<th>8%</th>
<th>London Borough of Lambeth</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>BV199a – 25% (Litter &amp; Detritus collected as gross)</td>
<td>18% (NI 195b)</td>
<td>16%</td>
<td>15%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>BV199b – 6% (Graffiti)</td>
<td>5% (NI 195c)</td>
<td>4%</td>
<td>3.5%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>BV199c – 1% (Fly posting)</td>
<td>0% (NI 195d)</td>
<td>0%</td>
<td>0%</td>
<td></td>
</tr>
</tbody>
</table>

**Local Area Agreement Stretch Targets (2007-2010)**

In 2007 Lambeth First agreed a series of stretch targets for the borough. Successful delivery of these stretch targets will bring over £11 million of additional investment into Lambeth and will contribute to the outcomes within the Sustainable Community Strategy. As the work to deliver these targets began in 2007 the final year of the stretch targets is 2010 – as opposed to 2011 for the rest of our LAA targets listed above.

<table>
<thead>
<tr>
<th>Sustainable Community Strategy 2020 Outcomes</th>
<th>Indicator description</th>
<th>Baseline</th>
<th>LAA Improvement Targets</th>
<th>Lead Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lambeth is a great place to do business with higher levels of investment and business growth</td>
<td>Improvement in economic activity rates for lone parents</td>
<td>tbc</td>
<td>07/08 Without stretch 81</td>
<td>Job Centre Plus</td>
</tr>
<tr>
<td></td>
<td></td>
<td>08/09 Without stretch 80</td>
<td>09/10 Without stretch 80</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>07/08 Total 241</td>
<td>With stretch</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>09/10 Total 241</td>
<td>With stretch</td>
<td></td>
</tr>
<tr>
<td>Objective</td>
<td>Description</td>
<td>Baseline</td>
<td>Stretch</td>
<td>Reward</td>
</tr>
<tr>
<td>-----------</td>
<td>-------------</td>
<td>----------</td>
<td>---------</td>
<td>--------</td>
</tr>
<tr>
<td>Even more children and young people are on the path to success through the provision of good quality education, training and jobs which reduces the risk of exclusion and offending</td>
<td>Increase in the numbers of young people participating in the arts across the borough</td>
<td>Baseline year ending 31 March 2006. No. of Participants: 13,861</td>
<td>Without stretch: No. of Participants: 14,554</td>
<td>Without stretch: No. of Participants: 17,742</td>
</tr>
<tr>
<td>Empowered, safe and cohesive places where people have the confidence to play active roles in their communities</td>
<td>Reduction in the disproportionate outcomes for BME young people in the youth justice system</td>
<td>Without Reward: By the end of 2006 there were 40 schools currently accredited with the healthy school status 0 schools have extended healthy status for at least one of the streams</td>
<td>Without stretch: 0 Schools</td>
<td>Without stretch: 23 schools</td>
</tr>
<tr>
<td></td>
<td>Reduce the number of BME first-time entrants into the youth criminal justice system</td>
<td>(All first time entrants) Assumed baseline of 484 from the year 2006/7 based on figures for Q1 &amp; Q2 2006/7 BME first time entrants) Assumed baseline of 367.84</td>
<td>A reduction in all first time entrants to 469.48 BME first time entrants Without stretch: 356.80 With stretch: 353.13</td>
<td>A reduction in all first time entrants to 454.96 BME first time entrants Without stretch: 345.76 With reward: 353.13</td>
</tr>
<tr>
<td></td>
<td>Reduce the frequency of re-offending of BME young people taking part in Intensive Supervision and</td>
<td>Using a cohort selected in Oct – Dec 2004 -06, tracked for two years, as a baseline.</td>
<td>Without stretch: There is no</td>
<td>Without stretch: There is no</td>
</tr>
<tr>
<td>Surveillance Programmes</td>
<td>The average frequency of re-offending for this cohort over a two year period was 8.6 offences</td>
<td>Specific national target for the reduction in the frequency of offences for the ISSP group. We would expect performance to remain the same. With reward: 10% reduction</td>
<td>Specific national target for the reduction in the frequency of offences for the ISSP group. We would expect performance to remain the same. With reward: 10% reduction</td>
<td>Specific national target for the reduction in the frequency of offences for the ISSP group. We would expect performance to remain the same. With stretch: 10% reduction</td>
</tr>
<tr>
<td>------------------------</td>
<td>---------------------------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>(1) Increase in the proportion of incidents of domestic violence which result in sanctioned detections (offences resulting in caution, charge, summons or other formal sanction)</td>
<td>2005-06 – Baseline is 2643 with 785 sanctioned detection rate (29.7%) for DV – Lambeth Police figures</td>
<td>37.28% – Lambeth Police figures</td>
<td>(1) 36%</td>
<td>(2) 35.10%</td>
</tr>
<tr>
<td>(2) Reduce proportion of total incidents reported that are repeat incidents of domestic violence reported either directly to the police or third party as a proportion of the total number of incidents reported in the</td>
<td></td>
<td></td>
<td>With stretch:</td>
<td></td>
</tr>
<tr>
<td>Improved health and wellbeing of people which enables them to live active and independent lives</td>
<td>Increase in the number of Supporting People Service users who have moved on in a planned way from temporary living arrangements</td>
<td>64%</td>
<td>Without stretch: 65%</td>
<td>Without stretch: 66%</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td></td>
<td>Shared intelligence on health risk in Lambeth applying to Tobacco Control</td>
<td>[LI] Developing shared intelligence on health risks in Lambeth—starting with tobacco control</td>
<td>1. Number of smokers who set a quit date and are abstaining from smoking by 52 weeks after quit date</td>
<td>Without stretch:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2. Number of BME smokers who set a quit date and have quit by 4 weeks</td>
<td>2.448 quitters</td>
<td>2.528</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3. Number of premises tested that have not sold tobacco/cigarettes to people under age</td>
<td>3. baseline value</td>
<td>2.264</td>
</tr>
</tbody>
</table>
1. 52 weeks quit rate currently not measured at local level. Based on national surveys it is estimated that in Lambeth 12% of the smokers using stop smoking services still abstain from smoking by 52 weeks after their quit date.

2. 2005/06 BME 4 week quitters: 448

3. This is not currently measured. Based on national data it is estimated that between 30-40% businesses in Lambeth sell cigarettes to underage children.

<table>
<thead>
<tr>
<th>Lower levels of poverty and social exclusion in Lambeth by helping more of our socially excluded adults in employment, education and training</th>
<th>Increase the income of ill and disabled children and adults, older people are carers, through increasing benefit take-up</th>
</tr>
</thead>
<tbody>
<tr>
<td>LI] The number of older and disabled individuals, and their carers, assisted in successfully claiming new or increased levels of benefit(s), as a result of benefit take-up campaigns</td>
<td></td>
</tr>
<tr>
<td>Disabled residents includes people with</td>
<td></td>
</tr>
<tr>
<td>• Health conditions including mental health problems and substance misuse problems</td>
<td></td>
</tr>
<tr>
<td>• Sensory and physical impairments</td>
<td></td>
</tr>
<tr>
<td>• Learning disabilities</td>
<td></td>
</tr>
<tr>
<td>• Children with above conditions or developmental disorders</td>
<td></td>
</tr>
<tr>
<td>• Carers for the above groups</td>
<td></td>
</tr>
</tbody>
</table>

| This is a new initiative within the London Borough of Lambeth and so has a NIL baseline (as measured year ending 31 March 2006) |
| Without stretch: 0 |
| With stretch: 1000 people supported to make a new benefit claim or have had their existing benefit payment increased |
| Without stretch: 0 |
| With stretch: 1300 people supported to make a new benefit claim or have had their existing benefit payment increased |
| Without stretch: 0 |
| With stretch: 1300 people supported to make a new benefit claim or have had their existing benefit payment increased |

| Without stretch: 0 |
| With stretch: 1000 people supported to make a new benefit claim or have had their existing benefit payment increased |
| Without stretch: 0 |
| With stretch: 1300 people supported to make a new benefit claim or have had their existing benefit payment increased |
| Without stretch: 0 |
| With stretch: 1300 people supported to make a new benefit claim or have had their existing benefit payment increased |
| London Borough of Lambeth |
| Mixed and sustainable communities with an increased supply of new homes, improved existing dwellings and a high quality physical environment | 1 | No interim targets set | No interim targets set | Without stretch: 2 | With stretch: 6 | London Borough of Lambeth |
Appendix Two: Lambeth First Governance Arrangements

This appendix sets out in more detail the governance arrangements of Lambeth First and how the Lambeth First Board, Executive Delivery Group and Thematic Partnerships will work together to deliver our 2020 vision and outcomes.

Governance: Delivering the Sustainable Community Strategy

Lambeth First is comprised of a series of partnerships that work together to deliver three key elements that will ensure our vision for Lambeth is realised. These are:

- The Sustainable Community Strategy
- The Local Area Agreement
- Thematic strategies and joint partner activities

Different elements of Lambeth First have responsibility for these three areas and the table below sets out who is responsible for these various pieces of work.

<table>
<thead>
<tr>
<th>Lambeth First</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lambeth First Board</td>
<td>This board owns the Sustainable Community Strategy and it is responsible for:</td>
</tr>
<tr>
<td></td>
<td>• Ensuring delivery of the Sustainable Community Strategy</td>
</tr>
<tr>
<td></td>
<td>• Undertaking an annual refresh of the Sustainable Community Strategy and a full review of the strategy every three years</td>
</tr>
<tr>
<td></td>
<td>• Setting the long-term term vision and 2020 outcomes of the strategy</td>
</tr>
<tr>
<td></td>
<td>• Agreeing the Local Area Agreement</td>
</tr>
<tr>
<td>Lambeth First Executive Delivery Group</td>
<td>This groups owns the Local Area Agreement and it is responsible for:</td>
</tr>
<tr>
<td></td>
<td>• Leading the annual review of the Local Area Agreement – in line with government guidance</td>
</tr>
<tr>
<td></td>
<td>• Delivering the annual delivery plan for the Local Area Agreement</td>
</tr>
<tr>
<td></td>
<td>• Commissioning services that deliver on this plan</td>
</tr>
<tr>
<td></td>
<td>• Providing operational leadership and managing the risks which could impede delivery of the Local Area Agreement</td>
</tr>
<tr>
<td>Theme Partnerships</td>
<td>These partnerships own their relevant thematic strategies and are responsible for:</td>
</tr>
<tr>
<td>Children and Young People Partnership</td>
<td>• Delivering the medium-term outcomes within their thematic strategies. These set out the broader service improvements we wish to see and contribute to the delivery of the Sustainable Community Strategy vision and our 2020 outcomes.</td>
</tr>
<tr>
<td>Economic Development Partnership</td>
<td>• Reviewing these strategies at appropriate times, as set out in statutory/best practice guidance</td>
</tr>
<tr>
<td>Health and Wellbeing Partnership</td>
<td>• Scrutinising national performance indicators that are not part of the LAA.</td>
</tr>
<tr>
<td>Safer Lambeth Partnership</td>
<td></td>
</tr>
<tr>
<td>Time-limited Partnerships</td>
<td>When a key piece of cross-cutting work emerges, Lambeth First will establish time-limited groups which develop a response to a particular challenge/identified need within the borough. In 2008-09 Lambeth First have developed two such partnerships to take key pieces of work forward.</td>
</tr>
<tr>
<td>Culture Task Group</td>
<td>The first is the Culture Task Group. This will finalise the Culture Strategy for</td>
</tr>
<tr>
<td>Climate Change Partnership</td>
<td></td>
</tr>
</tbody>
</table>
Delivering the outcomes of the Sustainable Community Strategy

In developing the Sustainable Community Strategy Lambeth First has identified which partnership board is responsible for overseeing the each outcome within the strategy. These are set out below:

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Responsible Boards</th>
</tr>
</thead>
</table>
| Lambeth is a great place to do business with higher levels of investment and business growth | The Lambeth First Board will review progress against this long-term outcome annually. Lambeth First’s Executive Delivery Group will seek to ensure that the targets against the Local Area Agreement performance indicators are met.  

The Economic Development Partnership and its Strategic Housing Partnership sub group will support delivery of the long-term term outcome by:

- Ensuring the targets within the suite of economic, spatial, regeneration and housing strategies are delivered
- Performance-managing other economic development performance indicators set out by central government
- Delivering specific programmes and projects which will ensure our targets are met. |

| Greater wellbeing for households through higher numbers of residents in employment | The Lambeth First Board will review progress against this long-term outcome annually. Lambeth First’s Executive Delivery Group will ensure that the targets against the Local Area Agreement performance indicators are met.  

The Economic Development Partnership will support delivery of the long-term term outcome by:

- Ensuring the targets within the Economic Development Strategy are delivered
- Performance managing other economic development performance indicators set out by central government
- Delivering specific programmes and projects which will ensure our targets are met. |

| Even more children and young people are on the path to success through the provision of good quality education, training and jobs which reduces the risk of exclusion and offending | Lambeth First’s Executive Delivery Group will seek to ensure that the targets against the Local Area Agreement performance indicators are met. In addition, the Children and Young People’s Strategic Partnership will support delivery of this long-term term outcome by:

- Ensuring the medium-term outcomes and targets within the Lambeth Children and Young People’s Plan (2007-10) strategy are delivered
- Performance-managing other children and young people national performance indicators set out by central government
- Delivering specific programmes and projects which will ensure our targets are met. |
| Safe and cohesive places where people are empowered and have the confidence to play active roles in their communities | The Lambeth First Board will review progress against this long-term outcome annually. Lambeth First’s Executive Delivery Group will ensure that the targets against the Local Area Agreement performance indicators are met. The Safer Lambeth Partnership will support delivery of the long-term term outcome by:

- Ensuring targets within the Safer Lambeth Delivery Plan and our suite of community safety/community cohesion strategies are delivered
- Performance-managing other community safety/cohesion performance indicators set out by central government
- Delivering specific programmes and projects which will ensure our targets are met. |

| Improved health and wellbeing of people which enables them to live active and independent lives | The Lambeth First Board will review progress against this long-term outcome annually. Lambeth First’s Executive Delivery Group will ensure the targets against the Local Area Agreement performance indicators are met. The Health and Wellbeing Partnership will support delivery of the long-term outcome by:

- Ensuring the content of all health and social care strategies are delivered
- Performance managing other health and social care indicators set out by central government
- Delivering specific programmes and projects which will ensure our targets are met. |

| Lower levels of poverty and social exclusion in Lambeth by helping more of our socially excluded adults in employment, education and training | The Lambeth First Board will review progress against this long-term outcome annually. Lambeth First’s Executive Delivery Group will ensure the targets against the Local Area Agreement performance indicators are met. The Economic Development Partnership and Safer Lambeth Partnership will all work together to support the long-term delivery of this outcome by:

- Ensuring the Economic Development Strategy, Lambeth’s Employment and Skills Plan and the Safer Lambeth Delivery Plan are delivered
- Performance-managing other poverty and social exclusion development performance indicators set out by central government
- Delivering specific programmes and projects which will ensure our targets are met. |

| Mixed and sustainable communities with an increased supply of new homes, improved existing dwellings and a high quality physical environment | The Lambeth First Board will review progress against this long-term outcome annually. Lambeth First’s Executive Delivery Group will ensure the targets against the Local Area Agreement performance indicators are met. The Strategic Housing Partnership (which is a sub group of the Economic Development Partnership) will work to support the long-term delivery of the housing elements of this outcome, and the Climate Change Task Group will draw together a partner-wide action plan around reducing CO₂ emissions. The Safer Lambeth Partnership will oversee the street cleanliness and wider environmental focus of the Sustainable Community Strategy. These partnerships will therefore:

- Work with the Executive Delivery Group to ensure Local Area Agreement targets are met
- Ensure the content within the suite of strategies listed above is delivered
- Performance-manage other housing and environmental performance |
Overview and Scrutiny of Lambeth First: A key issue for Lambeth First is ensuring the partnership is held to account and that it delivers on its promises. Our specific methods of managing performance are discussed below. However, in addition to these, Lambeth First works with democratically elected representatives and individual partner organisations to ensure the overall partnership is held to account.

<table>
<thead>
<tr>
<th>Oversight mechanism</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lambeth Council Cabinet and Full Council</td>
<td>In order to ensure democratic legitimacy, with regard to the focus of this strategy and its associated Local Area Agreement, Lambeth Council’s Cabinet will be asked to approve both the Sustainable Community Strategy and Local Area Agreement on an annual basis. In addition, Full Council will be asked to approve the Sustainable Community Strategy. This will ensure that Councillors, elected to represent their communities, have an opportunity to comment on the focus of the Sustainable Community Strategy and the programmes and projects through which its vision and 2020 outcomes are delivered.</td>
</tr>
<tr>
<td>Lambeth Council Overview and Scrutiny</td>
<td>In order to ensure scrutiny of the strategy takes place in an open and democratic forum, Lambeth Council’s Overview and Scrutiny Committee will review progress with regard to delivering this strategy on an annual basis. In addition, it will be provided with an opportunity to contribute to the annual refresh of the strategy and associated Local Area Agreement.</td>
</tr>
<tr>
<td>Individual Organisations within Lambeth First</td>
<td>Each organisation will be held to account by their own senior management team with regard to the delivery of their elements of the Sustainable Community Strategy, LAA and thematic strategies.</td>
</tr>
</tbody>
</table>

Cross Partnership Working: Lambeth First recognise that many challenges/issues facing the borough require more than one thematic partnership to work together to effectively tackle these issues. Cross partnership working can be undertaken both formally and informally and it is down to each Theme Partnership (Children and Young People Partnership, Economic Development Partnership, Health and Wellbeing Partnership and Safer Lambeth Partnership) to decide the most appropriate method of working on a case-by-case basis.

Formal cross partnership working can be facilitated by Theme Board Lead Officers. These are senior council officers that work with their relevant partnership to develop the annual work programme and agenda for their specific partnership. In addition, the Lambeth First Partnership Team will, from April 2008 support the work of Theme Board Lead Officers by highlighting areas of potential cross-partnership work. In addition, they will liaise across partnerships to ensure cross-cutting challenges are tackled in a co-ordinated fashion. In the future cross partnership working will increasingly be facilitated by a cross section of partners from across the component LSP organisations. Lambeth First is currently reviewing how this can be taken forward.

Informal cross partnership working will develop on an ad-hoc basis between partnerships and organisations and can be undertaken at any time.

Managing Delivery: Performance Management

In addition to ensuring clear accountability for the delivery of the Sustainable Community Strategy, Local Area Agreement, thematic strategies and joint partner activities, Lambeth First have also set out clear
performance management arrangements to ensure we remain on track to meet our targets. These are set out below:

**Local Area Agreement:** Performance reports will be submitted to the Executive Delivery Group quarterly. These reports will review/analyse the performance indicators contained within the LAA. Progression indicators, covering progress against project delivery/milestones will be incorporated for performance indicators which can only be measured annually. These will provide useful proxy measures of success.

Any performance indicators that are below trajectory and in danger of not meeting annual targets will be subject to challenge and assessment by the Executive Delivery Group. In addition, the group will agree a programme of action to ensure the risk of not meeting the target is mitigated.

Thematic partnerships will also be provided with performance reports which focus on LAA performance indicators every quarter. These will be tailored for each theme partnership. Further, the LSP Board will review and scrutinise progress on an annual basis.

**Thematic Strategy and Non-LAA Performance Indicators:** Within each thematic strategy (e.g. Safer Lambeth Delivery Plan, Children and Young People’s Plan) thematic partnerships have agreed a series of performance indicators and associated targets that must be met. These will be monitored quarterly by relevant thematic partnerships.

Any performance indicators that are below trajectory and at risk of not meeting annual targets will be subject to challenge within the boards. In addition, the groups will agree a programme of action to ensure the risk of not meeting the targets is mitigated. The LSP Board and Executive Delivery Group will also scrutinise performance in these areas on an annual basis.

**Lambeth First: Annual Programme of Activity**

Having clear accountability and performance management arrangements is only part of the process for ensuring the vision of the Sustainable Community Strategy and 2020 outcomes are delivered. **Delivery of our long and medium-term outcomes require clear annual action plans which set out the programmes, projects and activities that we need to undertake if we are to make a difference to the communities we serve.** Lambeth First have developed two types of annual action plan and these are set out below:

**Local Area Agreement:** In order to meet our three year priority improvement targets within our Local Area Agreement, Lambeth First will draw up a LAA delivery plan. This delivery plan will:

- Set out the new ways of working, enhancements to existing programmes and new programmes that Lambeth First will implement
- Where appropriate, each activity will have a series of milestones and/or progression indicators that will enable the Executive Delivery Group to track delivery against
- Provide each activity with a risk rating, to ensure the Executive Delivery Group can easily see which activities, projects and/or programme enhancements are behind schedule and threatening our annual/three-year targets

It will be the responsibility of relevant partner organisations to ensure commitments made within the LAA delivery plan are reflected within organisational corporate/business plans.

**Thematic Partnerships:** In order to realise the vision and 2020 outcomes within the Sustainable Community Strategy, Lambeth First needs to also ensure that commitments/outcomes set out in our thematic strategies (e.g. the Children and Young People’s Plan) are delivered by Lambeth First’s thematic partnerships.
To date Lambeth First has operated a devolved management structure, with each theme board developing their own way of working. Given the devolved nature of the thematic partnerships they have all developed different types of annual work programmes. In order to ensure these working arrangements are effective, Lambeth First will be undertaking a **Theme Partnership Review in 2008**. This will report by December 2008 and will ensure that by March 2009 Lambeth First thematic partnerships are all fit for purpose to deliver the new Sustainable Community Strategy.

**Annual Review**

The Sustainable Community Strategy and Local Area Agreement will be reviewed on an annual basis – to help Lambeth First continue to focus on the right issues/challenges facing the borough. The review will consist of five elements:

- Reviewing the strategic challenges facing the borough utilising strategic assessments undertaken and the latest data for the borough – these will include the Joint Strategic Needs Assessment, Community Safety Strategic Assessment, Housing Needs Assessment, the revised State of the Borough Report and any other relevant reports
- Assessing the extent to which the Sustainable Community Strategy and Local Area Agreement are addressing these challenges
- Reviewing performance over the past year
- Reviewing delivery of the annual action plan
- Assessing progress made against thematic strategies being delivered by the Thematic Partnerships.

This review will culminate in a revised **Lambeth Story of Place for 2008**. This will guide the refresh of the Local Area Agreement, the light-touch annual review of the Sustainable Community Strategy and inform the development of the 2009-10 LAA delivery plan.

The high-level timetable for this review is as follows:

<table>
<thead>
<tr>
<th>Date</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>August 2008</td>
<td>Information gathering across the LSP to facilitate policy review. This would build on the substantial amount of work that has already been undertaken – such as the refreshed State of the Borough, preparations to develop our first Joint Strategic Needs Assessment, Community Safety Strategic Assessment, Housing Needs Assessment, relevant partner/council strategies and consultation work undertaken over the past year. Analysis of documentation, stakeholder round-table discussions and LSP workshops</td>
</tr>
<tr>
<td>September 2008</td>
<td>Mid-year review of LAA activities/targets and mid-year review of LSP Strategic Board annual action plans that are linked to thematic strategies. This will include progress on PIs and activity work streams Review of national/local best-practise projects/programmes to inform development of LAA Delivery Plan 2009/10.</td>
</tr>
<tr>
<td>October 2008</td>
<td>Draw together earlier analysis work and publish a new <strong>Lambeth Story of Place</strong>. This will underpin the light touch Sustainable Community Strategy/Local Area Agreement refresh</td>
</tr>
<tr>
<td>November 2008</td>
<td>Review and assess implications of new Government guidance on LAAs</td>
</tr>
<tr>
<td>March 2009</td>
<td>Complete activity planning/action planning for LAA based on the policy context set out in the Story of Place, detailed review of 2008/09 delivery plans, consultation/development work with partners and issues emerging out of the LAA negotiation process for 2009/10.</td>
</tr>
<tr>
<td>April 2009</td>
<td>Refreshed SCS and revised LAA signed off by LSP Board</td>
</tr>
<tr>
<td>May 2009</td>
<td>Refreshed SCS signed off by Full Council</td>
</tr>
</tbody>
</table>

This will be a cyclical process that continues every year
Appendix Three: Funding the Delivery of the Sustainable Community Strategy

The Sustainable Community Strategy is delivered through two primary mechanisms. These are:

- The Local Area Agreement
- Partnership Thematic Strategies

Both the LAA and the thematic strategies set out a series of activities, projects and programmes that will need to be implemented in order to begin moving toward delivering our long term outcomes. These activities are funded through:

- The Area Based Grant
- Revenue Streams from Lambeth First Partners

Area Based Grant

The Area Based Grant is a non-ring fenced grant which local areas can use to deliver their LAA targets and wider improvements against the new national performance indicator set. Lambeth has been provided with the following allocations of Area Based Grant over the next three years:

<table>
<thead>
<tr>
<th></th>
<th>2008-09</th>
<th>2009-10</th>
<th>2010-11</th>
</tr>
</thead>
<tbody>
<tr>
<td>Area Based Grant Allocation</td>
<td>£19,800,000</td>
<td>£41,900,000</td>
<td>£42,000,000</td>
</tr>
</tbody>
</table>

This will be used to fund the improvement programmes, projects and activities within our Local Area Agreement once existing commitments currently being funded come up for review. This process of reviewing existing commitments and where to redeploying the Area Based Grant to new areas of work will take place over the next two-three years.

Revenue Streams of Lambeth First Partners

In addition to the Area Based Grant, partner organisations are also expected to use their own revenue streams to support the delivery of the Local Area Agreement and the thematic strategies. Therefore, Lambeth First expects its partner organisations – through their own service and financial planning mechanisms to have regard for the vision/long-term outcomes within the Sustainable Community Strategy, relevant targets within the Local Area Agreement and commitments organisations have made in thematic strategies.

Partner organisations are expected to included relevant actions in their own business plans and make available sufficient financial resources to deliver the commitments they themselves have made.
Appendix Four: Community Engagement Process

This strategy provides a framework for partner organisations within Lambeth First to come together to build on the strengths of the borough and tackle the most complex problems we face. To ensure this strategy really tackles the key challenges, in a robust fashion, Lambeth First has ensured that throughout the development of the Sustainable Community Strategy the partnership engaged in detailed consultation and engagement.

In April 2007 Lambeth First formally began the development of a new Sustainable Community Strategy. The initial work consisted of the following three themes:

- **Policy review**: Working across the partnership, an audit of strategies and policies was undertaken. This sought to identify the strategic focus of the borough as well as any gaps in the way in which we were seeking to address the problems we face.

- **Evidence review**: To support the development of the strategy a review of existing local data was undertaken. This lead to the publication of the ‘State of the Borough’ report which sets out statistics and perception data for Lambeth.

- **Consultation and community engagement**: A series of consultation processes were used to gather ideas/issues from partners and the public as to what the Sustainable Community Strategy should focus on. This included:
  - Consultation sessions with third sector organisations as part of our Active Communities Project
  - Street surveys
  - Focus groups led by the social research organisation OPM
  - Attendance at local events such as the Lambeth Country Show
  - Engagement with key communities; including our Polish community, Somali community and LGBT community
  - Lambeth First’s Thematic Partnerships contributed their thoughts to the development of this strategy.

Once this consultation and engagement process was complete, Lambeth First reviewed the findings and agreed that the key focus of the strategy should be **tackling worklessness**. A series of initial broad goals were agreed and these were discussed with partners and members of the public. To ensure these had broad support Lambeth First undertook the following:

- **People’s Expos**: The People First Expos are a new form of community event in Lambeth, where individuals, groups and organisations can come together in their own communities and focus on issues that directly affect them. As part of the consultation and engagement process, Lambeth First attended the pilot People First Expos in Brixton, Norwood and North Lambeth. People attending these events could take part in group discussions, complete Sustainable Community Strategy workbooks or speak to Lambeth First representatives about the focus of the Sustainable Community Strategy.

- **Meetings with voluntary and community groups**: In addition to the People First Expos, Lambeth First has also worked with local community and voluntary groups. These sessions gathered the views of these groups on the focus of the Sustainable Community Strategy and the types of projects/programmes they would like to see put in place. Groups involved in this process include MENCAP, the Pensions Action Group, the Parents Forum and the LVAC Conference.

- **Touch-screen questionnaire**: To ensure members of the public support and endorse the focus of the Sustainable Community Strategy, Lambeth First placed a series of touch-screen computer kiosks in 20 local post offices, the Brixton Customer Service Centre, Gracefield Gardens Customer Service Centre and Brixton Recreation Leisure Centre. Members of the public were
able to complete a short questionnaire seeking views on the focus of the Sustainable Community Strategy.

- **Online/electronic feedback:** In addition to the touch screen kiosks, members of the public could provide feedback on the Sustainable Community strategy by completing an online questionnaire at [www.lambethfirst.org.uk](http://www.lambethfirst.org.uk) or by e-mailing their views to consultation@lambethfirst.org.uk.

- **Sustainable community strategy workbooks:** For members of the public who wished to provide more detailed feedback, Lambeth First developed the Sustainable Community Strategy Workbook. This workbook, which was developed with young residents in Lambeth, set out a series of real life situations facing our communities. In completing the workbook, residents were asked to suggest actions/ideas that could help resolve the problems in each scenario.

- **Partnership workshops:** A series of workshops with partner organisations from Lambeth First were held at the beginning of the strategy development process. These events sought to identify the key challenges facing the borough and actions being undertaken to tackle these. In addition, these workshops sought to gather views on how a refreshed Sustainable Community Strategy could more effectively co-ordinate this work/add value.

- **Lambeth First theme boards:** Each of the Thematic Boards of Lambeth First (Safer Lambeth Partnership, Children and Young People’s Strategic Partnership, Health and Social Care Partnership, Economic Development Partnership and the Housing Partnership for Lambeth), which contain partners from the private, public and third sector held structured workshop sessions with regard to the Sustainable Community Strategy. These sessions focused on the goals/outcomes of the strategy and sought to identify key projects, programmes or activities that Lambeth First will need to undertake to realise the vision of the Sustainable Community Strategy.

- **Existing research and consultation:** In addition, Lambeth First also utilised the findings of research and consultation activities undertaken by partner agencies to inform the development of other thematic strategies within the borough such as the Safer Lambeth Partnership Delivery Plan, Children and Young People’s Plan, Housing Strategy and Economic Development Strategy.

### Kind findings from our consultation and engagement

The detailed findings of the consultation and engagement processes can be found in the report entitled ‘Lambeth’s Sustainable Community Strategy and Local Area Agreement: Consultation Process Report’. This is available on the Lambeth First website [http://www.lambethfirst.org.uk](http://www.lambethfirst.org.uk).

The key findings of the consultation and engagement process can be separated out into two sections:

- **Feedback on the vision and goals of the Sustainable Community strategy**
- **Suggestions on specific programmes, projects and activities that Lambeth First should focus on**

This appendix sets out how we have responded to the first type of feedback. The information gathered with regard to possible projects and activities will be used when drawing up the annual delivery plan for the Local Area Agreement.

<table>
<thead>
<tr>
<th>Goal</th>
<th>Findings</th>
<th>Our Response</th>
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<tbody>
<tr>
<td>Overarching comments</td>
<td>There was a lack of focus around community safety and tackling crime</td>
<td>The revised Sustainable Community Strategy now contains a specific 2020 outcome that focus on making empowered, cohesive and safe places. This directly picks up on resident’s number one concern – crime. In addition, this 2020 outcome is supported by specific areas of focus within the Local Area Agreement and thematic development.</td>
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</table>
strategies. The LAA contains specific targets around violent crime, anti-social behaviour, drug dealing, acquisitive crime and reoffending. In addition, community cohesion and building resilience to extremism will also be a focus of the LAA.

The delivery of the strategy will also be supported by the work of the Safer Lambeth Partnership which is undertaking work to deliver the new Safer Lambeth Delivery Plan and the work of the Gang Commission.

<table>
<thead>
<tr>
<th>There was a lack of a specific focus on housing, older people and health within the strategy</th>
<th>A new 2020 outcome has been developed which specifically seeks to improve the supply of new homes and the quality of existing dwellings. Further, the strategy now has a separate outcome which focuses on health and wellbeing and support for older people. In addition, the 2020 outcome on children and young people also seeks to ensure that the physical/emotional well-being of children improves.</th>
</tr>
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<tbody>
<tr>
<td>The LAA supports both these policy areas by including performance indicators on key public health issues, supporting vulnerable older people, improving the health of children and young people and increasing the quality/quantity of housing. In addition, a suite of thematic strategies based around children, health and older people are in place and will support the delivery of the relevant outcomes. Also, the borough is currently developing a new Housing Strategy which will guide the wider work in this policy area.</td>
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<tr>
<td>The strategy should reflect the increasing demands for choice and flexibility in service provision</td>
<td>A key focus of the work around older people will be increase choice and enable them to live their lives as they would wish.</td>
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<tr>
<td>Further, the focus on neighbourhood working seeks to specifically tailor services to people and specific communities. Our ultimate goal in this new model of working is to ensure services are more flexible and responsive.</td>
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<td>There was concern about the lack of goals in the strategy which focus on the environment and the need to ensure that the strategy links any work in this area to the Lambeth Sustainability Charter</td>
<td>In response to concerns regarding a lack of focus on the environment, the new Sustainable Community Strategy includes a 2020 outcome that specifically seeks to improve the local environment. Sustainability is also now a cross-cutting issue for the strategy – with every outcome demonstrating how it contributes to the five sustainable development principles set out by central government.</td>
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<tr>
<td>In addition, within the LAA Lambeth has set itself a target to reduce CO2 emissions and has established a time-limited Climate Change Partnership to lead the development of a co-ordinated programme to meet the targets we set. Further, as with all of our long-term term goals and outcomes, Lambeth First will ensure delivery of relevant thematic strategies that support delivery of the Sustainable Community Strategy – including the Lambeth Sustainability Charter.</td>
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</table>

<p>| Getting Lambeth The Sustainable Community Strategy | Lambeth Council is currently developing our new Local Development Framework (LDF) for the borough. This will set |</p>
<table>
<thead>
<tr>
<th>Working</th>
<th>Supporting young people into work</th>
<th>Ensuring local services work for you</th>
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<tbody>
<tr>
<td>Working should set out how regeneration and planning controls could safeguard land for business</td>
<td>A clear focus on raising the aspirations of young people should be included within the strategy</td>
<td>There should be a range of consultation methods and engagement mechanisms to enable people to influence services. Good quality feedback on actions taken as a result of consultation is required. Better communication channels are needed to enable Lambeth First and local communities</td>
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<tr>
<td>out the spatial planning requirements of the borough – essentially ensuring that development supports the delivery of national and local priorities. A key requirement of the LDF is that it is aligned to the Sustainable Community Strategy and should be seen as the ‘spatial planning expression’ of the strategy. Lambeth Council and Lambeth First are therefore working very closely together to ensure that the focus of the Sustainable Community Strategy (worklessness) is reflected in the spatial planning in the LDF and balanced against national and regional priorities (such as housing).</td>
<td>The Sustainable Community Strategy recognises the importance of raising aspirations in children and young people and our 2020 outcome ‘even more children and young people on the path to success’ recognises this need. The LAA supports this through work to increase attainment, supporting the emotional well-being of young people and increased support to get more young people (from all backgrounds) into education, training or employment. The Children and Young People Plan also contains a focus on raising aspirations. Lambeth First takes the issue of gang crime very seriously and the Safer Lambeth Partnership is finalising plans to implement the recommendations of the Gangs Commission and the Safer Lambeth Delivery Plan – both of which include a focus on tackling gangs within the borough. The Sustainable Community Strategy, LAA and thematic strategies will focus on both reducing the rate of re-offending – particularly with regard to young offenders as well as tackling the causes of re-offending. Specific work that will be undertaken through the LAA includes getting offenders into employment, education or training.</td>
<td>As the community engagement process sets out above, numerous mechanisms were used to gather the views/opinions of our communities and where possible Lambeth First has sought to provide feedback to respondents. In addition, a key piece of work Lambeth Council is taking forward is the Lambeth Together Community Engagement Strategic Action Plan. This will set out how we will engage effectively with our communities over the next three years. Further, the neighbourhood working programme that Lambeth First is beginning to implement will improve people’s influence on services.</td>
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<td>to work together more effectively</td>
<td>There should be a focus on crime prevention within the strategy.</td>
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<td></td>
<td>See comments above on community safety.</td>
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<td></td>
<td>In addition the overarching focus on worklessness within the</td>
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<td>borough aims to tackle one of the key drivers of our high rate</td>
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<td>of crime.</td>
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<td>The voluntary sector suggested</td>
<td>The voluntary sector suggested that there was a need for</td>
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<td>that there was a need for greater</td>
<td>greater capacity building and security of funding for local</td>
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<tr>
<td>capacity building and security of</td>
<td>organisations.</td>
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<td>funding for local organisations.</td>
<td>Delivery of the Sustainable Community Strategy will demand</td>
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<td>increased and reconfigured capacity for all sectors. The</td>
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<td>third sector will be a key player in the delivery of Sustainable</td>
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<td>Community Strategy outcomes and it is the case that, to</td>
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<td>respond to the challenges, the sector will need to do things</td>
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<td></td>
<td>differently. Lambeth First has set aside a capacity building</td>
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<td></td>
<td>fund, within the Working Neighbourhood Fund, to help the</td>
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<tr>
<td></td>
<td>sector raise its capacity to be part of delivery consortia in</td>
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<td></td>
<td>the skills and worklessness field.</td>
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<td></td>
<td>The support of the partnership for volunteering will also</td>
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<td></td>
<td>help to address capacity issues in the third sector. Finally,</td>
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<td>the partnership will work with commissioning bodies to ensure</td>
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<td>that their commissioning intentions are informed by the</td>
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<td></td>
<td>delivery needs of the Sustainable Community Strategy and</td>
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<td></td>
<td>include an appropriate element of capacity building support</td>
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<td></td>
<td>for the third sector.</td>
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</tbody>
</table>

| Respondents found Goal 3 confusing and were unclear over the areas of work that it was referring to. | This goal has now been broken down into two separate goals – one focusing on health and wellbeing, the other focusing on cohesive communities/safer communities. The neighbourhood working element has now become a cross-cutting issue for the strategy with all the 2020 outcomes setting out how they are contributing to this agenda. |

| Lambeth First should support people and local organisations to develop and deliver their own solutions to local problems | The Neighbourhood working agenda has at its core a desire to tailor services to meet local need and to co-design services with our communities. |

<table>
<thead>
<tr>
<th>Connecting people to opportunities</th>
<th>There was a concern that the focus on targeting our most disadvantaged areas in the borough was not based on accurate information. In addition, some people felt that areas such as Streatham and Norwood have missed out on past investments.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>A variety of information sources were used to gather the most up-to-date information we have regarding community need within the borough. In addition, we publish on an annual basis the ‘State of the Borough’ report which brings together data/public opinion from numerous sources. This is used, along with partner information and national data, to identify need.</td>
</tr>
<tr>
<td></td>
<td>Further, Lambeth First is committed to making improvements across the borough during the life of the Sustainable Community Strategy. Therefore, although some areas may be targeted in the short-term for additional support/help, Lambeth First are clear that the strategy will only be a success if quality of life for all people is improved.</td>
</tr>
<tr>
<td>The strategy should not only focus on certain geographic areas. Rather, improvements</td>
<td>See comment above.</td>
</tr>
<tr>
<td>should be sought across the borough</td>
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</table>
Executive summary

The Safer Lambeth Partnership has a statutory duty to publish a “Partnership Plan” consisting of strategic priorities and objectives for the next three years based on a “Strategic Assessment” of levels and trends of crime, disorder and drug misuse in the borough. Officers in Community Safety have now produced a final draft of the Plan for sign-off by the Safer Lambeth Partnership Board and this requires the assent of Cabinet as the Council is one of the five ‘responsible authorities’ represented on Safer Lambeth that have the statutory duty to agree a Partnership Plan.

Summary of financial implications

The Partnership Plan has no additional financial implications for council services in 2008/9 as it has been explicitly drafted around service activity that is covered by current budgeted mainstream resources or grant funded allocations. However, a more detailed action plan element is to be published by the Partnership as ‘Part 2’ of the Plan and this may indicate areas of service delivery beyond 2008/9 that include new and innovative activities/initiatives that are desirable or necessary or existing activities that require new or additional investment. Any activities with new or additional cost implications will be flagged from the action planning process for further evaluation and costing to be considered for inclusion in future growth and savings submissions for the 2009/10 financial cycle and beyond.

Recommendations

Cabinet

1. That the final draft Partnership Plan (attached at Appendix 1) be endorsed and forwarded to the Safer Lambeth Partnership Board, meeting on 17 June 2008, for sign-off by the other partners.
Council

(1) That the Partnership Plan be approved for publication as a strategy within the Council’s Policy Framework.

Consultation

<table>
<thead>
<tr>
<th>Name of consultee</th>
<th>Directorate or Organisation</th>
<th>Date sent to consultee</th>
<th>Date response received from consultee</th>
<th>Comments appear in report para:</th>
</tr>
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<tr>
<td>Internal</td>
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<td></td>
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</tr>
<tr>
<td>Cllr Donatus Anyanwu</td>
<td>Cabinet Member, Safer Communities</td>
<td>15.05.08</td>
<td>22.05.08</td>
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<tr>
<td>Cllr Rachel Heywood</td>
<td>Deputy Cabinet Member</td>
<td>15.05.08</td>
<td>22.05.08</td>
<td></td>
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<tr>
<td>Robert Overall</td>
<td>ED, ECCS</td>
<td>15.05.08</td>
<td>22.05.08</td>
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<tr>
<td>Su Brown</td>
<td>Directorate Finance Officer</td>
<td>15.05.08</td>
<td>15.05.08</td>
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<tr>
<td>Frank Higgins</td>
<td>Corporate Finance</td>
<td>15.05.08</td>
<td>23.05.08</td>
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<tr>
<td>Jean-Marc Mooacarme</td>
<td>Legal Services</td>
<td>15.05.08</td>
<td>23.05.08</td>
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Entered in Consultation and Events Diary?
No

Report history

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<th>Date report drafted:</th>
<th>Report deadline:</th>
<th>Date report sent:</th>
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<td>13.05.08</td>
<td>23.05.08</td>
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Report no.: Report author and contact for queries:

<table>
<thead>
<tr>
<th>64/08-09</th>
<th>Paul Dutton, Policy Manager, Community Safety Division</th>
</tr>
</thead>
<tbody>
<tr>
<td>020 7926 1234</td>
<td><a href="mailto:pdutton@lambeth.gov.uk">pdutton@lambeth.gov.uk</a></td>
</tr>
</tbody>
</table>

Background documents

Delivering Safer Communities, a guide to effective partnership working Home Office guidance to CDRPs, September 2007

Safer Lambeth Strategic Assessment: evidence to inform the selection of five strategic priorities for action agreed by the Safer Lambeth Board on 29 January 2008. (Note, the Strategic Assessment lists all other relevant background documents used in the selection of priorities for the Partnership Plan.)


Appendices

Appendix 1: Safer Lambeth Partnership Plan, 2008/9
1. **Context**

1.1 New statutory duties came into force in August 2007 that require Crime and Disorder Reduction Partnerships (CDRPs) to conduct annual ‘strategic assessments’ of their localities to assess levels and trends of crime, disorder and substance misuse. On the basis of this assessment, CDRPs are required to identify their priorities for crime reduction, over a three year time frame, with strategic objectives and measures of success and to publish this as a ‘Partnership Plan’ for the information of practitioners and the public.

2. **Proposals and reasons**

2.1 The borough’s CDRP, the Safer Lambeth Partnership, needs to sign-off its Partnership Plan for publication in June in line with guidance from the Home Office and Government Office for London. Officers of the Community Safety Division in ECCS carried out Lambeth’s first Strategic Assessment between October and December 2007 and, following extensive consultation and joint working with partners, have now produced a Partnership Plan, the final draft of which is attached to this covering report.

2.2 Lambeth Council is one of the five ‘responsible authorities’ required by the Crime and Disorder Act 1998 to cooperate through the operation of a local Crime and Disorder Reduction Partnership. The others are the Metropolitan Police, the Metropolitan Police Authority, the Primary Care Trust and the London Fire Brigade. The five responsible authorities are co-owners of the Partnership Plan and each needs to formally agree to its sign-off and publication. Therefore, Cabinet needs to agree to approve the Plan on behalf of the Council and to forward it to the Safer Lambeth Partnership Board for sign-off by the other partners.

2.3 The Partnership Plan, once signed-off by Safer Lambeth, finally needs to be ratified at a meeting of the full Council before it can be formally published. Government regulations relating to the exercise of executive powers under Part 2 of the Local Government Act 2000 have designated a set of statutory plans and strategies that require the approval of Council as well as Cabinet before they can be adopted as part of the Council’s ‘policy framework’ of key plans and strategies. This list includes statutory crime and disorder strategies.

2.4 The final draft Partnership Plan is attached as an Appendix to this report. The structure of the Plan is as follows:

(a) **Strategic priorities** – the Partnership’s key areas of designated activity for the three years going forward. Five priorities have been identified from the Strategic Assessment:

- reduce serious violent crime;
- reduce the harm caused by problematic drug use and alcohol consumption;
- support young people;
• support more cohesive and resilient communities;
• support safer, more respectful neighbourhoods.

(b) **Strategic objectives** – the key changes the Partnership wishes to see achieved over the three year period covered by the Plan.

c) **“Commitment to Action”** – headline initiatives and actions to be undertaken this year (2008/9).

d) **“Success measures”** – a suite of performance indicators for each priority derived from the National Indicator Set (local government) and Assessment of Policing and Community Safety indicator set (police).

2.5 The above sections form the ‘strategic element’ of the Partnership Plan (or ‘Part 1’). A detailed action plan will form the ‘delivery element’ (or ‘Part 2’) that will be updated annually. Part 2 will include:

(a) **Target setting** – improvement targets for the indicators selected from NIM/APACS;

(b) **Activity planning** – detailed activities/projects/programmes with accountable lead officers from the five ‘responsible authorities’ represented on Safer Lambeth;

(c) **Financial planning** – costings/budgets allocated (where possible) to activities and projects.

3. **Comments from Executive Director of Finance and Resources**

3.1 The activity detailed within the Partnership Plan will be delivered from resources already within mainstream allocations or grant funding allocations within 2008/09. The development of the partnership plan for future years will need to reflect the new funding arrangements for area based grants (the utilisation of which is a key assumption in the funding plans). The development of the partnership plan will therefore be reflected in the service and financial planning process to ensure that ongoing resources are linked to activity agreed.

4. **Comments from Director of Legal and Democratic Services**

4.1 Under Section 5 of the Crime and Disorder Act 1998 (“the Act”) the ‘responsible authorities’ within each local authority area (namely the police, police authorities, local authorities, fire and rescue authorities and Primary Care Trusts) are required to work together through a statutory arrangement called a Crime and Disorder Reduction Partnership. In Lambeth this body is known as the Safer Lambeth Partnership.

4.2 Section 6 of the Act places a duty on this body to develop and implement a Strategy for the reduction in that locality of crime and disorder and the misuse of drugs, alcohol and other substances.
4.3 Following changes to the Act made by the Police Act 2006 and its supporting Regulations and which came into force on 1st August 2007, the Safer Lambeth Partnership is required to publish an annual strategic assessment of all available crime and disorder information in order to identify pressing priorities within that locality. This document, the Partnership Plan, sets out those priorities, the work the partnership proposes to undertake in order to address them and the long and short term targets by which its success in doing so shall be measured.

5. **Results of consultation**

5.1 The preparation of the plan has been informed by the findings of consultation and research conducted as part of the Strategic Assessment in 2007. Therefore, consultation for the Partnership Plan has been extensive, featuring:

(a) a series of interviews with the chief officers and other senior managers of the five statutory ‘responsible authorities’ represented on Safer Lambeth;

(b) a literature review of all relevant recent public opinion and consultation surveys to identify priorities for action;

(c) discussions at the Safer Lambeth Partnership and Executive Boards

(d) discussions with Lambeth Community Police Consultative Group.

6. **Organisational implications**

6.1 **Risk management:**

The publication of a Partnership Plan is a statutory duty for each Crime and Disorder Reduction Partnership (ie. Safer Lambeth). Failure to publish a Partnership Plan, with agreed priorities, in a timely manner will impose risks on the capability of the Safer Lambeth Partnership to plan its work in a coherent way and to achieve its priorities for crime reduction in the borough.

6.2 **Equalities impact assessment:**

The draft Partnership Plan was discussed by the Equality Impact Assessment Panel on 11 March and 20 May. The Panel was interested, “in seeing the challenge and response model being tested out in regards to the six equality strands; race/ethnicity, gender, age, disability, faith and sexual orientation. The challenge and response model poses a number of hypothetical challenges to the stated policy outcomes and the task is for the team to think of how they would respond to the challenge were it manifested in reality. E.g. How is the plan going to manage the risks of the fact that young black males in particular are likely to be overrepresented in enforcement actions?... There is a need to consider the extent to which those identities can be given a definition or form when considering community safety issues. Basing the analysis on the six equality strands is necessary but not sufficient as there is a need to identify those that the plan is trying to reach. With this in mind, the possibility of creating clusters of aggregate identities of which to impact assess is a useful one.”

In response to these recommendations, an additional section (in paras. 3.37-39) was added to the Plan.
6.3 **Community safety implications:**

Successive surveys have show that the level of crime in the Borough is the number one concern of residents. Crime reduction is a key priority of the Administration and recent high profile incidents in the borough have focused attention on the issue of violent crime. The implementation of this plan aims to address the causes and effects of the social, economic and environmental problems which undermine community safety.

6.4 **Environmental implications:**

None specific.

6.5 **Staffing and accommodation implications:**

There are no specific implications from the strategic element in Part 1 of the Plan attached to this covering report. However, Part 2, the delivery element, may have implications if new areas of service delivery or activity are proposed. Any such implications will be given detailed consideration during the action planning process that will develop Part 2 of the Plan.

7 **Timetable for implementation**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Outcome</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Cabinet</td>
<td>Council approval of Plan</td>
<td>16 June</td>
</tr>
<tr>
<td>2. Safer Lambeth Partnership Board</td>
<td>SLP sign-off of Plan</td>
<td>17 June</td>
</tr>
<tr>
<td>3. Lambeth First Executive</td>
<td>Approval by Strategic Partnership</td>
<td>19 June</td>
</tr>
<tr>
<td>4. Safer Lambeth Executive</td>
<td>Sign-off of Part 2 Delivery Plan</td>
<td>7 July</td>
</tr>
<tr>
<td>5. Council</td>
<td>Final ratification of the Plan</td>
<td>9 July</td>
</tr>
</tbody>
</table>
Building on Achievement
Safer Lambeth Partnership Plan, 2008-11

PART 1: STRATEGIC PRIORITIES

June 2008
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Foreword

This is the Safer Lambeth Partnership’s first Partnership Plan. It presents a three year strategy that aims to deliver further significant reductions in crime, fear of crime, anti-social behaviour and substance misuse in Lambeth.

Crime in Lambeth has fallen significantly in recent years: by 28% across all crime categories since 2003/4, including 19% for violence against the person, 23% for residential burglary and 30% for robbery of personal property. The six consecutive years of crime reduction in the borough is an important achievement.

However, there is still much to be done. This Partnership Plan has been developed from the borough’s first ‘Strategic Assessment’ of the current situation and likely future trends for crime and offending in Lambeth. This analysis used progressive techniques and enabled us to determine Safer Lambeth’s priorities for action for the year ahead.

We recognise that serious violent crime is the number one concern of Lambeth residents and that action to reduce this must be at the top of our agenda and so this is our first priority. However, we also appreciate that problematic drug and alcohol misuse lies at the root cause of much of the offending taking place, so action here is our second priority.

In the last year, we have seen the high profile murders of a number of young people in the borough, with heightened concern about the involvement of children and young people in gangs. Improving support for young people and ensuring they are offered clear pathways away from offending and involvement in gangs is therefore our third priority.

Finally, we will prioritise action to protect and support communities: firstly to promote cohesion, for example by tackling the violent extremism that can lead to hate crimes and acts of terrorism. And secondly, by pursuing our ‘respect’ agenda that will challenge lower level offending and anti-social behaviour and will enable Lambeth residents to ‘reclaim’ their neighbourhoods.

We welcome responses to the priorities and proposals contained in this Partnership Plan. We are currently developing a detailed Delivery Plan (‘Part 2’) to support the achievement of this Plan’s aims and objectives and responses will be used to inform the final proposals to be considered by the Safer Lambeth Partnership, during June and July 2008.

Ch Supt Sharon Rowe
MPS Borough Commander, Lambeth

Derrick Anderson
Chief Executive, Lambeth Council

Co-Chairs of the Safer Lambeth Partnership
About the Safer Lambeth Partnership

The Safer Lambeth Partnership is the borough’s statutory ‘Crime and Disorder Reduction Partnership’ created in response to the Crime and Disorder Act 1998. The Partnership brings together five ‘responsible authorities’ – Lambeth Council, the Metropolitan Police, the London Fire Brigade, the Metropolitan Police Authority and Lambeth Primary Care Trust – in order to enable collaborative working to reduce crime, disorder and substance misuse in Lambeth.

As well as the responsible authorities, a number of other important partners are members of the Partnership including the British Transport Police, the Probation Service, the Prison Service, the Crown Prosecution Service and the Courts Service. Lambeth’s Community Police Consultative Group (CPCG) is also represented together with a wide range of community and voluntary organisations.

The role of Safer Lambeth is to:

- provide effective borough-wide leadership to the effort to reduce crime, disorder and substance misuse in Lambeth;
- bring together the key statutory agencies and other stakeholders to enable effective joint working and partnership activity in support of crime, disorder and substance misuse reduction;
- support responsive and efficient service delivery and intelligence/evidence-led approaches to reduce crime, disorder and substance misuse;
- engage Lambeth’s communities and residents and ensure transparency and accountability in the effort to reduce crime, disorder and substance misuse in the borough;
- focus on delivery of outcomes and increase public confidence;
- ensure that local residents are informed about crime in their area, listening to what is of most concern to them and acting to tackle those issues effectively and efficiently and letting people know what success has been achieved;
- ensure that information sharing arrangements are in place so that when offenders or victims come into contact with one of the partners, opportunities for improving the collective identification of risk and/or to intervene to prevent crime can be taken.
Executive Summary: Partnership Plan 2008

This is the Safer Lambeth Partnership's first Partnership Plan based on a ‘Strategic Assessment’ of crime, disorder and drug misuse in Lambeth conducted between October and December 2007.

The Partnership Priorities

Safer Lambeth’s priorities for the next three years, 2008-11 are:

1. reduce serious violent crime
2. reduce the harm caused by drug and alcohol misuse
3. Support Young People
4. support more cohesive and resilient communities
5. support safer, more respectful communities

Strategic vision, objectives and indicators

Each priority has a preferred outcome, a set of strategic objectives and key success measures taken from the National Indicator Set and APACS indicator set. These are summarised in the attached diagram.

Crime reduction targets

This Plan incorporates the following key crime reduction targets adopted by the Metropolitan Police Service and the Safer Lambeth Partnership for 2008/9:

<table>
<thead>
<tr>
<th>Offence Category</th>
<th>Target: % reduction for 2008/9</th>
</tr>
</thead>
<tbody>
<tr>
<td>Most serious violence [NI 15]</td>
<td>TBA¹</td>
</tr>
<tr>
<td>Assault with injury [NI 20]</td>
<td>TBA¹</td>
</tr>
<tr>
<td>Gun crime [NI29]</td>
<td>5%</td>
</tr>
<tr>
<td>Knife crime [NI28]</td>
<td>5%</td>
</tr>
<tr>
<td>Youth violence</td>
<td>5.2%</td>
</tr>
<tr>
<td>Serious acquisitive crime [NI 16]</td>
<td>3.2%</td>
</tr>
<tr>
<td>Residential burglary</td>
<td>6%</td>
</tr>
<tr>
<td>Robbery (total)</td>
<td>3.3%</td>
</tr>
<tr>
<td>Theft of motor vehicle</td>
<td>1%</td>
</tr>
<tr>
<td>Theft from motor vehicle</td>
<td>1%</td>
</tr>
</tbody>
</table>

¹ A baseline for these indicators is being established during 2008/9 to take account of Home Office redefinition of offences to be categorised as ABH and GBH.
Safer Lambeth Partnership Plan, 2008-11: strategic priorities, objectives and indicators 2008/9

**Partnership Plan vision, 2008-11**
To take the borough from where it is now – with falling recorded volume crime but unacceptable levels of serious violent crime and offending driven by problematic drug use and alcohol consumption, with vulnerable young people engaging in risky behaviour – to a position where all of these have been addressed and significantly reduced.

**PRIORITY 1: Reduce serious violent crime**
There will be a significant reduction of the number of victims of violent crime with attendant improvements in feelings of public confidence and reassurance.

**Key Objectives, 2008-11**
- Reduce serious violent crime.
- Improve detection of violent crime.
- Achieve stretch target on Domestic Violence.
- Implement key strategies (eg. Serious Violence Reduction Strategy).
- Implement new Violence Crime Reduction Group

**Success Measures: key indicators**
- NI 15: Serious Violent Crime Rate [APACS and LAA]
- NI 20: Assault with Injury Rate [APACS indicator]
- NI 28: Serious Knife Crime [APACS indicator]
- NI 29: Gun Crime Rate [APACS indicator]
- NI 32: Domestic Violence, victimisation [APACS indicator]

**PRIORITY 2: Reduce the harm caused by drug and alcohol misuse**
There will be significant reductions in the health and social harms associated with drugs and alcohol across the borough. There will be no visible drug dealing or drug use on our streets or in our housing estates and Brixton will have lost its reputation as a place where illegal drugs can be readily obtained.

**Key Objectives, 2008-11**
- Protect communities from drug misuse through robust enforcement.
- Prevent harm to children, young people and families affected by drug misuse.
- Deliver new approaches to treatment and social re-integration.
- Reduce alcohol-related harm.

**Success Measures: key indicators**
- NI 40: Drug users in effective treatment
- NI 41: Perception of drunk rowdy behaviour [APACS indicator]
- NI 42: Perception of drug use or dealing as a problem [APACS and LAA]

**PRIORITY 3: Support Young People**
There will be improved cross service support for young people with reduced youth offending and increased diversionary activities… The involvement of young people in serious violent offending and gang-related activity will have been challenged and reduced.

**Key Objectives, 2008-11**
- Achieve key youth offending targets.
- Achieve BME stretch target in the Local Area Agreement
- Significantly reduce serious violent offending and the involvement of young people in gang related activity.
- Promote preventative measures and targeted interventions for the most vulnerable and at risk young people in the borough

**Success Measures: key indicators**
- NI 19: Youth Re-offending Rate [APACS indicator]
- NI 115: Substance Misuse by Young People
- NI 111: First Time Youth Offending

**PRIORITY 4: Support more cohesive and resilient communities**
There will be improved service responses to promote community safety and raise public confidence… There will be closer engagement with communities… within vibrant and diverse neighbourhoods. The rise of violent extremism will be stemmed and hate crime significantly reduced.

**Key Objectives, 2008-11**
- Develop effective neighbourhood working to tackle offending and ASB in the highest crime areas of the borough.
- Tackle re-offending.
- Achieve stretch target on Domestic Violence.
- Target the most important prolific offenders.
- Implement key strategies (eg. Serious Violence Reduction Strategy).
- Implement the Hate Crime Strategy.
- Implement the Fear of Crime Strategy.
- Tackle violent extremism and deliver a PREVENT Action Plan.

**Success Measures: key indicators**
- NI 1: Perceptions of people from different backgrounds getting on
- NI 2: Perception of people who feel that they belong to their neighbourhood
- NI 4: Percentage of people who feel they can influence decisions in their locality
- NI 35: Protection Against Terrorist Attack [APACS and LAA]
- NI 36: Protection against terrorist attack [APACS]

**PRIORITY 5: Support safer, more respectful neighbourhoods**
Further reductions in volume crime and significant reduction in the number of victims of acquisitive crime with far less environmental and criminal damage. Greater respect for public space and other people with significantly reduced levels of ASB and residents reclaiming their neighbourhoods.

**Key Objectives, 2008-11**
- Develop effective neighbourhood working to tackle offending and ASB in the highest crime areas of the borough.
- Reduce all acquisitive crime types.
- Target the most important prolific offenders.
- Tackle re-offending.
- Improve the quality of the public realm and strengthen its capability to prevent and reduce crime and offending.

**Success Measures: key indicators**
- NI 16: Serious Acquisitive Crime [APACS and LAA]
- NI 17: Perceptions of ASB [APACS]
- NI 18: Adult Re-offending Rate [APACS indicator]
- NI 21: Dealing with concerns about ASB [APACS]
- NI 22: Parents taking responsibility for their children
- NI 30: Re-offending Rate of PPOs [APACS]
- NI 195: Improved street cleanliness
1. **Introduction – a new Partnership Plan for Safer Lambeth**

1.1 This is the first Partnership Plan published by the Safer Lambeth Partnership. It replaces the Lambeth Community Safety Strategy 2005-08 and provides a new strategic framework for the reduction of crime, disorder and substance misuse in Lambeth for the period 2008 to 2011. The Plan will be refreshed annually.

1.2 In 2007 new statutory duties replaced the requirements in the Crime and Disorder Act for local Crime and Disorder Reduction Partnerships (CDRPs) to carry out three yearly Crime Audits and publish Community Safety Strategies. CDRPs are now required to:

   - create a ‘strategic group’ consisting of the five ‘responsible authorities’ and others as necessary;
   - carry out an annual ‘Strategic Assessment’ which analyses the levels, patterns and changes in crime, disorder and substance misuse in the borough and identifies the priorities going forward for the Partnership;
   - prepare a ‘Partnership Plan’, which presents a three year strategy for how the priorities identified in the Strategic Assessment will be addressed and how further reductions in crime, disorder and substance misuse will be achieved;
   - annually revise and update the Partnership Plan to take account of changing circumstances revealed in each annual Strategic Assessment;
   - engage with local communities when conducting the Strategic Assessment to ensure that the views of people who live and work in the borough are taken into account when determining the priorities for reducing crime, disorder and substance misuse.

1.3 This Partnership Plan embodies a set of priorities identified in Safer Lambeth’s first Strategic Assessment conducted between October and December 2007. The Plan has two elements:

   (a) **Part 1** (this part) is the ‘strategic’ element and includes priorities for reducing crime, disorder and substance misuse in Lambeth, 2008-11. For each priority, we identify:

      - **the problem profile** – why this priority is being proposed on the basis of our Strategic Assessment;
      - **the three year objectives** – the key changes we want to bring about for this priority over the period of the Plan (ie. by 31 March 2011);
      - **the commitment to action** over the next 12 months – what key activities and actions we plan to adopt over the next year for this priority before the next annual ‘refresh’ of the Plan;
• the success measures for this priority – what ‘headline’ indicators we will use (taken from the National Indicator Set\(^2\) and or APACS\(^3\)) in order to measure our performance in achieving the priorities;

• the linked strategies – the Plan identifies the priorities for crime reduction and key activities and measures of success/improvement. However, the agencies represented in the Partnership will actually be responsible for the detailed activity necessary to implement the Plan and this needs to be reflected in the many different strategies which they produce in order to guide their service and resource planning. This section lists the subsidiary plans and strategies that are relevant to the achievement of this priority.

(b) Part 2 (published alongside this document) is the ‘delivery’ element and comprises:

• improvement targets for each of the National Indicators identified in Part 1 for each priority;

• activities, projects and programmes – specific delivery measures, with timescales and resources, designed to support achievement of the improvement targets;

• identified lead agency – which agency or member of SLP will be accountable to the wider Partnership (and the borough’s residents) for the delivery/achievement of specific activities or targets.

1.4 Although the Partnership Plan is a three year strategic framework for reducing crime, disorder and substance misuse in Lambeth, Strategic Assessments will be conducted annually to keep in touch with changing needs and circumstances and newly emerging concerns of residents. Therefore, the Plan will be ‘refreshed’ annually to take account of each new Strategic Assessment. In practice, while it is expected that the priorities and indicators are likely to remain stable over the three year period, the delivery element will need to be revised annually.

\(^2\) NIS: a set of 198 indicators for local authorities and Local Strategic Partnerships published by the Department for Communities and Local Government in 2007. These provide a statutory indicator framework against which the performance of local authorities and localities can be measured.

\(^3\) Assessment of Police and Community Safety: national indicator set published by the Home Office to provide a statutory indicator framework against which the performance of police services and CDRPs can be measured.
2. **Background – Lambeth: borough, people, place**

2.1 Lambeth is a diverse borough with a wide range of experiences in relation to crime, disorder and substance misuse. This mixed picture presents enormous challenges to the partnership effort to tackle these social problems and achieve further crime reduction. This section looks at how the ‘story of place’ in Lambeth in relation to crime, offending and substance misuse, influences the development of the Partnership Plan.

2.2 **Crime has fallen significantly** in Lambeth:

- the borough’s 20% volume crime reduction target for the ‘PSA1’ basket of crimes⁴ was achieved a year early;
- with a **22.3% reduction in 2006/07** compared to the baseline year of 2003/04;
- and a **30% reduction in 2007/08** compared to 2003/04.
- Lambeth achieved joint third highest percentage decrease of PSA1 crime in the MPS area between 2003/04 and 2007/08.
- Key serious crime categories such as GBH, robbery, burglary, theft from motor vehicles have all shown significant reductions in recent years: (03/04 to 07/08) – GBH down 27%, All Robbery down 26%, All burglary down 26%, theft from motor vehicle down 35%.
- For 2007/8, we aimed for a further 2% reduction in PSA1 crimes compared to the previous year and this target was comfortably achieved with PSA1 crimes falling by 10.2%.

2.3 However, **Lambeth is a high crime area with continuing levels of serious crime and offending above the national average** – Lambeth ranks 12th out of the top 40 high crime partnership areas in England⁵. The crime count in Lambeth remains within the top 3 high crime boroughs in London. Crime overwhelmingly remains the number one priority of Lambeth people with almost two-thirds (61%) highlighting it as their main concern in the last residents’ survey.

2.4 Within these headline figures, there are issues of particular concern:

(a) continuing high levels of **violent crime**, particularly in respect of personal robbery and sexual offences (more specifically rape) with Lambeth coming first in the MPS during 2007/8 for murder on a count basis;

(b) more **young people** becoming involved in serious offending in relation to knives, guns and gang activity and at younger ages;

(c) continuing high profile of **drug dealing** and related activity with significant, and highly visible, street based drugs markets in parts of the borough such as Brixton and Stockwell;

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⁴ PSA1 is a Home Office derived target consisting of Robbery of Personal Property, Burglary Dwelling, Theft of Motor Vehicle, Theft from Motor Vehicle, Motor Vehicle Interference & Tampering, Theft Person – Snatch, Theft Person – Pick Pocket, BCS Wounding, BCS Criminal Damage, BCS Common Assault, Theft of Pedal Cycle.

⁵ The areas with the highest rates of recorded crime per head of population plus the highest crime levels (each being given equal weight), as measured using the BCS comparator in 2003/04 for PSA1.
(d) high levels of **fear of crime** on the part of residents with 61% of adults and 59% of young people raising it within their top three concerns;

(e) high levels of concern about **anti-social behaviour** with 34% of residents perceiving a ‘high’ level of ASB within their neighbourhoods.

2.5 However, the borough is not an homogeneous area with an even distribution of crime concerns and issues. As the second largest inner London borough with a population over 270,000 people, Lambeth is a collection of contrasting neighbourhoods and town centres with residents belonging to many different communities, cultures and ethnic backgrounds. The Plan is sensitive to this diversity of ‘communities of place’ and ‘communities of interest’ if the crime reduction priorities are to be achieved.

### The borough’s geography of crime, disorder and substance misuse

2.6 The Metropolitan Police Service (MPS) (as overseen by the Metropolitan Police Authority) maintains three distinct ‘sub-commands’ within Lambeth borough. Lambeth Council (LBL) have divided the borough into five ‘town centre’ areas. Each of these areas has different patterns of crime and offending with attendant differences in resident concerns.

2.7 **Kennington** consists of the North Lambeth town centre (Waterloo, South Bank, Vauxhall areas) and parts of **Clapham** and **Stockwell**. This area is probably the most diverse in the borough as it incorporates:

- the Government Security Zone and key cultural sites on the South Bank;
- the area of lowest residential occupation/highest commercial density in Bishops Ward and the Waterloo area;
- the borough’s two key night time economies in Clapham and Vauxhall;
- the borough’s second most deprived ward in Vassall and large areas of social housing including Myatts Field estates;
- key transport hubs at Waterloo, Vauxhall and Stockwell.

2.8 As a consequence, the profile for crime and offending is extremely demanding because of this diversity:

- youth offending, drugs, ASB (related to social housing) in Vassall and Stockwell;
- drugs, enviro-crime, licensing issues in Clapham and Vauxhall;
- street crime, theft around the hubs of Oval and Clapham and tourism related thefts on the South Bank;
- counter-terrorism in the Government Security Zone on the South Bank;
- burglary, vehicle crime in the more affluent residential areas of Oval and Kennington.
2.9 **Brixton** consists of Brixton Town Centre and some parts of **Clapham**. At the heart of the area is **Coldharbour**, the borough’s highest crime and most deprived ward.

2.10 The dominant feature in the ‘crime geography’ of the area is a highly focused ‘hotspot’ of offending in Brixton Town Centre (the area in the immediate vicinity of the tube station and town hall) ringed by dense estates of social housing – Angell Town, Morlands, Loughborough and Southwyck House, with Myatts Field not far to the north. Therefore, housing issues are a critical factor underpinning the crime profile of the area.

2.11 The profile for crime and offending of the area is therefore dominated by central **Brixton**:

- the ‘hotspot’ of street crime and drug related offending in the vicinity of the tube station and market with a secondary hotspot in the vicinity of the Academy music venue on Stockwell Road;
- open, street based drugs markets on Brixton Road (cannabis) and Brixton Market (heroin, crack cocaine) and related problems of acquisitive crime and prostitution;
- high levels of street crime and offending around the transport hub of the town centre where the overground and tube stations converge with many bus routes to and from south London;
- youth offending, gun and knife enabled crime and ASB on the housing estates.

2.12 Beyond Coldharbour, there are large residential areas in **Ferndale** and **Brixton Hill** where issues such as burglary, vehicle crime and ASB are more prominent.

2.13 Although the crime profile for the borough has been improving (reductions of 17% for all robbery offences and 8% for violence against the person offences in 2007/08 compared to the previous year) Brixton continues to suffer from a poor reputation as a high crime area and in relation to drugs. Further, we know from research conducted last year\(^6\) that fear of crime elsewhere in the borough is, in part, being affected by what residents see and experience when they pass through Brixton when they use its transport hubs.

2.14 **Streatham** covers the south of the borough and comprises the **Streatham** and **Norwood** town centres. These extensively residential areas have perhaps a more ‘suburban’ flavour than the north and centre of the borough.

2.15 **Norwood** is suburban in character, but also includes dense areas of social housing with many families having moved southwards into the area from Brixton during the 1980s. Historically, the public service infrastructure, including policing, has not been as developed as in more high profile parts of the borough. **Streatham’s** crime profile is dominated by the A23, the longest commercial road in London, which runs directly through the town centre as

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Streatham High Road and is a key hotspot area for robbery. The Streatham area was traditionally residential and affluent but in recent decades has become somewhat commercially run down with properties being converted to bedsits and buy to lets. The area has one of the highest transient populations in the borough.

2.16 The profile for crime and offending for the south of the borough therefore ranges across:

- challenges with ASB and youth offending on the estates in Norwood;
- issues such as street drinking and ASB in relation to transport hubs such as Tulse Hill station;
- robbery, burglary and high fear of crime in Streatham.

The borough’s communities of interest

2.17 Lambeth is an extraordinarily diverse place: the fourth most densely populated council area in the country, 38% of Lambeth’s population are from BME communities; 12% Black Caribbean (2nd highest in UK) and 11.6% Black African (4th highest and growing). The borough is an important focus for London’s black communities. Anecdotally it has the largest Portuguese population outside of Portugal and there are important Somali, Afghan and Polish communities becoming established. Approximately 132 different languages are spoken.

2.18 There is a large and vibrant lesbian, gay, bisexual and transgender community (with the largest concentration of commercial venues outside central London based in Vauxhall); an active, increasingly diverse, older community and at the same time a young population with 75% of residents aged 44 or under.

2.19 In the 2007 index of deprivation Lambeth is the 9th most deprived borough in the UK. While it has areas of substantial affluence, there are also areas of severe deprivation. Of the 177 designated sub-ward areas in the borough, 11 were in the most deprived 5% of such areas for England. Deprivation is becoming worse: in 2007, 26 sub-ward areas were in the 10% most deprived in the country compared to 20 in 2004. A quarter of Lambeth’s under 19’s live in poverty. Nearly 25% of school pupils aged 5-16 are registered with some kind of special educational need in their school careers.

2.20 Lambeth’s population is highly transient. Population turnover is roughly 20% every year. Between 2001 and 2006 the borough experienced the 2nd highest population migration in London at 300,500. About 16% of this ‘churn’ was migration in and out of the borough from locations outside the UK.

2.21 MOSIAC\textsuperscript{7} data shows a split in Lambeth’s population: 49% are ‘young, educated, single people living in areas of transient population’; 27% are ‘people living in social housing, with uncertain employment and living in areas of deprivation’.

\textsuperscript{7} This is a postcode based database developed by Experian as a tool for marketing and PR purposes that includes different income and lifestyle categories.
2.22 Crime patterns are strongly influenced by these social factors. Key issues include:

(a) **the connection between deprivation and offending** – the most deprived wards in Lambeth are also the highest crime wards with the most serious crime problems. Action to reduce crime in these areas must include measures to tackle worklessness, low incomes, child poverty and poor housing conditions.

(b) **the impact of youth offending** – although only a small minority of young people in Lambeth engage in offending, it tends to have a high impact on residents’ perceptions of crime and disorder. 50% of respondents in the 2007 residents’ survey felt that ‘teenagers hanging around the streets’ was a fairly or very big problem.

(c) **the challenge of community cohesion** – although cohesion remains strong, with 83% of residents feeling they get on well with others in their local area, managing community tensions, including hate crimes and violent extremism, remains high on the agenda. Community reassurance activities after critical incidents and wider preventative engagement with the third sector are key elements to promoting community cohesion.
3. The Partnership Plan Priorities, 2008-11

3.1 The main purpose of the Partnership Plan is the presentation of Safer Lambeth’s priorities for reducing crime, disorder and substance misuse for the next three years. These priorities have been determined primarily from a statutory ‘Strategic Assessment’ conducted towards the end of 2007.

3.2 In addition, the development of a new Sustainable Community Strategy and Local Area Agreement for Lambeth in 2008 provides an overarching context that the Partnership Plan for Safer Lambeth (a constituent ‘theme partnership’ of the Borough’s strategic partnership, Lambeth First) needs to support.

3.3 Finally, there are a number of subsidiary factors influencing the development of priorities and indicators for this Plan:
   (a) outcomes of the Audit Commission inspection of Community Safety in Lambeth in September 2007;
   (b) the availability of resources and value for money considerations;
   (c) equality and diversity impacts;
   (d) ‘national’ drivers from Government including the new Public Service Agreements, new crime strategies and the police reform agenda following the publication of the Flanagan report.

The Strategic Assessment, 2007

3.4 The new statutory requirements (para.1.2, above) require Safer Lambeth to prepare a ‘Strategic Assessment’ every year for the purpose of ‘revising the partnership plan’. Assessments need to include:
   • an analysis of levels and patterns of crime, disorder and substance misuse; of changes in those patterns and levels; and an analysis of why those changes have occurred;
   • the issues that the members of the Partnership should be prioritising in relation to reducing crime and disorder and combating substance misuse;
   • a consideration of those issues which residents of the borough think the Partnership should be prioritising;
   • an assessment of the extent to which the partnership plan for the previous year has been implemented.

3.5 Lambeth’s first Strategic Assessment (SA) was conducted between October and December 2007 and considered the causes and effects of crime, disorder and substance misuse in the borough with an enhanced understanding of the ‘key drivers’ of offending behaviour. The Assessment adopted a wide range of methodologies and techniques to assemble and analyse a full range of quantitative and qualitative data in relation to patterns and changes in crime, disorder and substance misuse. The key findings from the Strategic Assessment follow.
3.6 **Serious violent crime**
This emerged as the key concern of residents, driven by high profile events and the borough’s long term experience of high levels of violent crime. During 2007/8 there were 23 murders, with 16 between June and October 2007, and the murder of five young people under the age of 21 has received much publicity. On a count basis, Lambeth came first in the MPS in 2007/8 for murder, first for rape and third for GBH.

3.7 However, it must be stressed that violent crimes have been falling in recent years, although it remains high compared to the rest of London:

(a) **Murder** – Lambeth had 23 murders in FY2007-08 (up from 15 the year before) and currently is ranked highest in terms of count in relation to the 31 other London boroughs.

(b) **GBH** – a 19% decrease was achieved in FY2007-08 compared to the previous year and the borough is currently ranked fourth highest in terms of crime count.

(c) **Rape/sexual assault** – a 22% reduction was achieved in FY2007-08 compared to the previous year with Lambeth currently ranked third highest for crime count. When looking at all sexual offences (including rape and other sexual offences combined) Lambeth achieved an 11.8% reduction compared to the previous year and is ranked second highest in terms of count.

(d) **Gun enabled crime** – Lambeth saw a decrease of 6.8% in FY2007-08 compared to the previous year and are second highest in relation our old CDRP ‘London’ family in terms of crime count.

3.8 **Drug and alcohol misuse**
Drug and alcohol misuse are seen as the key ‘drivers’ that lie behind much crime and fear of crime in the borough. More residents in Lambeth see drugs as a significant problem than the London average and drugs appear to be easily available, particularly in open, street based markets such as Brixton. More than 70% of arrests in Brixton are for possession or supply of cannabis. The links between drugs and violent and acquisitive crime is well established and 48% of arrests in Lambeth in 2006/7 were for drug related offences.

3.9 A quarter of Lambeth’s population is estimated to drink excessively and it is thought that the borough has higher levels of alcohol related hospital admissions than the average for London or England. Links between alcohol and domestic violence are well known, though links with other violent crime types in Lambeth is less clear. It is likely that alcohol can exacerbate incidents of violent crime such as stranger violence, mugging rape and MPS believe that robbery victims in entertainment and transport hubs at night are more likely to be drunk. TfL and BTP also link alcohol to violent crime on transport networks, generally at night.

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8 The London boroughs included in our CDRP family are Lambeth, Southwark, Lewisham, Greenwich, Hackney, Brent, Waltham Forest, Wandsworth, Haringey, Tower Hamlets, Islington, Hammersmith & Fulham, Hounslow and Camden.

9 Lambeth Alcohol Needs Assessment 2006/07
3.10 **Young people**

The involvement of young people in offending is a particular concern in the borough. 50% of respondents in the 2007 Residents' Survey felt that 'teenagers hanging around the streets' was a very or fairly big problem. 59% of young people themselves were concerned about crime, with 32% concerned about bad behaviour and 31% bullying.

3.11 Youth offending is higher in Lambeth than the London or national average. The borough has a higher rate of first time entrants to the youth justice system and young people tend to be involved in more serious types of offending – 12% of convictions result in custodial sentences in Lambeth compared to only 8% in London and 6% nationally. There is significant over-representation in the youth justice system of BME males, 76% of the youth offending population in 2006/07.

3.12 The involvement of young people in serious violent offending is increasing across London and this is mirrored in Lambeth. For example, the average ages of both suspects and victims in Operation Trident\(^\text{10}\) investigated shootings has dropped significantly in the past four years – from 24yrs three years ago to 19yrs now. Five young people age 18 or under were murdered in Lambeth in 2007/8.

3.13 Young people in Lambeth are vulnerable to risky behaviour including alcohol and drug consumption, teenage pregnancy and related sexual health issues. Teenage pregnancy is higher in Lambeth – the under-18 conception rate for most wards in the borough is higher than both the national and London average.

3.14 **Communities and neighbourhoods**

The Partnership’s work with communities of interest and communities of place needs to be strengthened. This will include a focus on neighbourhoods and low level offending/ASB. In the last Residents’ Survey, 61% of respondents highlighted crime as their main concern and concern about ASB is also high.

3.15 26,664 incidents of **Anti-Social Behaviour** were reported in Lambeth in 2006/7 of which ‘Disregard for community or personal well-being’\(^\text{11}\) represented the highest proportion. The borough is underperforming on its ASB targets with public perceptions of ASB rising from 33 to 35%.

3.16 At a neighbourhood level, the Partnership needs to ensure that local accountability is consolidated through an increased representation of Lambeth's diverse communities on Safer Neighbourhood Panels and other engagement structures. This will contribute to increased community intelligence and support to deliver evidence-led solutions to local problems.

3.17 **Acquisitive crime** in Lambeth is high, but has been falling in recent years with an **8% reduction** in FY2007-08 compared to the previous year. This includes residential burglary (including aggravated), robbery of both personal & property and theft of and theft from a motor vehicle (including aggravated).

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\(^{10}\) This is an ongoing MPS-wide operation preventing and investigating shootings in London.

\(^{11}\) Such as rowdy behaviour, noise and nuisance behaviour, animal related issues.
3.18 Community cohesion is an important challenge in a diverse borough such as Lambeth, especially with levels of population turnover in the region of 20% a year. In addition to mobility and diversity, the borough has had significant incidents of hate crime directed towards minority communities. A nail bomb was detonated in Brixton Market in 1999 by an extremist and a number of known terrorists have lived and worshipped in the borough. There was an attempted bombing at the Oval tube station on 21/7/05, followed by a shooting by police at Stockwell tube station. In 2006, the borough was chosen by the Home Office as one of two national pilot sites to tackle radicalisation leading to violent extremism.

3.19 As with other crime types, reported hate crimes have been falling in recent years:

(a) **Racial incidents** – Lambeth saw a **decrease of 13%** in FY2007-08 compared to the previous year.

(b) **Homophobic incidents** – Lambeth saw a **decrease of 21%** in FY2007-08 compared to the previous year.

3.20 A possible rise in community tensions has been highlighted by the recent murder of a shop keeper in Brixton Market which has served notice of tensions between an (incoming) Afghani community and the (indigenous) African Caribbean community in the area. The increased diversity of the borough and the noticeable social and economic deprivation affecting some neighbourhoods make better community tension monitoring imperative to ensure preventative actions are taken to reduce criminal activity in the borough.

**Lambeth’s new Sustainable Community Strategy and Local Area Agreement**

3.21 The Sustainable Community Strategy (SCS) is the borough’s ‘top level’ set of strategic aims and objectives focused on achieving sustainable improvements in the economic, social and environmental well-being of the borough and its residents. The SCS embodies a long term vision (15 years) for the borough and is agreed by the partners represented on our strategic partnership, Lambeth First. All other plans and strategies in the borough, including this Partnership Plan, need to be aligned with the goals of the SCS.

3.22 The Local Area Agreement (LAA) is a three year ‘delivery plan’ for the SCS incorporating a set of local improvement targets that are negotiated and signed-off with the Government. The Agreement will incorporate a set of targets for ‘safer and stronger communities’ that will feature as the ‘headline set’ of critical indicators and targets for Safer Lambeth. These indicators will be referenced in the relevant sections of the Plan, below.

3.23 Lambeth First has agreed that the overarching focus of the new Sustainable Community Strategy – published in May 2008 – will be **to tackle worklessness within the borough**:
“Lambeth First have recognised that the complex and inter-related problems facing our communities; high crime, lower than average skills/educational attainment, poverty, social exclusion and locations where the physical environment is poor can only be permanently resolved by tackling the causes of these problems as well as the effects. A key cause of these problems is worklessness. Focusing on this core issue we will improve outcomes across a range of areas. For example, increasing employment will... Cut crime – improved living standards will reduce people's incentive to commit crime.”

3.24 Within this focus, the Sustainable Community Strategy has an outcomes framework based on seven ‘goals’ for achievement, one of which is directly relevant to the Safer Lambeth Partnership Plan:

“Empowered, safe and cohesive places where people have the confidence to play active roles in their communities – By 2020 Lambeth will be a popular place to live. Our diverse communities in Lambeth will be safer and stronger than 2008. Crime rates will reflect the London average with violent crime and volume crime both lower than they currently are. In addition, our communities will continue to be highly cohesive with people getting on well with one another despite high levels of population churn. In addition, people in Lambeth will play an active role in their local area through a variety of means such as volunteering.”

3.25 The relevant long term outcomes and priority areas for improvement for this goal (that will be reflected in the new Local Area Agreement) include:

(a) “Cutting the crime rate in priority areas. Despite a rapid reduction in overall crime the partnership recognises that the borough still suffers from higher levels of crime compared to other London boroughs.”

(b) “Tackling perceptions of crime in the borough.”

(c) “Empowering our communities to have a real stake in local decision making.”

(d) “Reducing the causes of community tensions that can lead to social break-down in our communities.”

(e) “Tackling the drivers of violent extremism.”

3.26 The Partnership Plan presents five priorities (see para. 3.43, below) for reducing crime, disorder and substance misuse and these are designed to achieve the ancillary purpose of supporting the SCS theme of reducing worklessness. For example, prioritising reductions in violent crime and supporting safer neighbourhoods will be a critical element in attracting inward investment and new jobs to deprived areas of the borough. A key element of reducing the harm caused by drugs and alcohol will be to offer treatment pathways that can offer problem users routes back into secure employment. Our proposals for supporting young people emphasise the importance of access to employment, education and training as the only reliable long term solution to youth offending.
Resources and value for money

3.27 Funding for Safer Lambeth includes the following elements (for 2007/8):

<table>
<thead>
<tr>
<th>Resource Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>LBL Community Safety Division core funding</td>
<td>1,287,092</td>
</tr>
<tr>
<td>Building Safer Communities Fund &amp; ASB Grant (Revenue)</td>
<td>473,920</td>
</tr>
<tr>
<td>Building Safer Communities Fund (Capital)</td>
<td>168,508</td>
</tr>
<tr>
<td>Neighbourhood Renewal Fund (Revenue)</td>
<td>1,405,000</td>
</tr>
<tr>
<td>Young Persons Substance Misuse Grant</td>
<td>784,648</td>
</tr>
<tr>
<td>Drug Intervention Programme</td>
<td>1,930,537</td>
</tr>
<tr>
<td>Tackling Violent Crime Fund (for Domestic Violence, Adult and Community Services)</td>
<td>6,000</td>
</tr>
<tr>
<td>Basic Command Unit Fund (provided to MPS)</td>
<td>592,508</td>
</tr>
<tr>
<td>Preventing Violent Extremism (provided to MPS)</td>
<td>100,000</td>
</tr>
<tr>
<td>Funding for community engagement (provided by MPA)</td>
<td>50,000</td>
</tr>
<tr>
<td>Funding for Community Police Consultative Group (provided by MPA)</td>
<td>50,000</td>
</tr>
</tbody>
</table>

sub-total | 6,848,213 |

Pooled Treatment Budget (PTB) | 5,639,644 |

TOTAL SAFER LAMBETH | 12,487,857 |

3.28 Therefore, direct total funding for Safer Lambeth during 2007/8 was £12,387,857.

3.29 Benchmarking in 2006/07 showed that Lambeth spends on average £3.47 per head on community safety. This is one of the lowest spends when compared with neighbouring boroughs, and compares to an average spend in our comparator boroughs of £6.82.

3.30 The Partnership recognizes, however, that value for money is not synonymous with lowest cost. Whilst low cost may represent value for money, effectiveness and quality must also be taken into account in fully assessing value for money. To achieve economical, efficient and effective services, the Partnership aims either to deliver the same service, where still appropriate, with fewer resources, or additional or enhanced services within existing resources.

3.31 The Partnership's approach to value for money is through a number of processes:

(a) Annual Strategic Assessments and business plans are prepared in order that resources are allocated to strategic priorities.

(b) Annual grant funding proposals are agreed by the Partnership Board and undergo significant and robust challenge.

(c) An Annual Partnership Report is published providing details of performance and spend for citizens performance and spend in key areas.

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12 This comprises only expenditure on LBL Community Safety Division.
(d) The Partnership receives quarterly finance reports throughout the annual planning and performance year (incorporated in the Partnership’s strategic planning cycle as described in Appendix 2).

(e) Governance arrangements are in place for all projects and programmes. Prince 2 methodology has been adopted as the project management standard and has helped to ensure that stakeholders are engaged and consulted, and key outputs are met within time, costs and...

(f) The use of strategic commissioning to achieve value for money outcomes and the use of the ‘Strategic Compass’ as a value for money framework.

Subsidiary drivers for the Partnership Priorities

3.32 Audit Commission inspection of Community Safety, 2007
In September 2007, the Audit Commission conducted an inspection of the community safety service in Lambeth, one of the first such in the country. The service received a ‘2-star’, or ‘good’ rating with ‘promising prospects’ for improvement. The inspectors highlighted the strong aspects of the service:

- “The council and partners have demonstrated a clear understanding of the crime and anti-social behaviour problems in the borough and have consulted widely and engaged with the diverse community.”
- “The partnership has delivered positive and significant community safety outcomes achieving the majority of targets including reducing BCS crime by 7,000 crimes a year when compared with 2003/4, a reduction of 24%, one of the best performances in London.”
- “Lambeth is building capacity to deliver improvement. Community safety is a key improvement priority for Lambeth and mainstream funding has been increased.”

3.33 The inspection team made four recommendations for further improvement:

(a) “The Council and partners should further develop links between the proposed Civic Assemblies, Safer Neighbourhood Panels and Community Police Consultative Group.”

(b) “The Council and partners should develop mechanisms to identify fear of crime at local ward or neighbourhood level and assess the impact of specific initiatives on reducing fear of crime.”

(c) “The Council and partners should establish mechanisms to better identify costs of initiatives and outcomes so as to more accurately assess value for money.”

3.34 A key consideration has been Safer Lambeth’s ‘fitness for purpose’ as a partnership capable of rising to the next level and achieving excellence, particularly in its capability of delivering on its priorities and key aims and objectives for crime reduction. Therefore, this Partnership Plan will also include proposals for developing the Partnership and tackling delivery issues (see section 11, below).

3.35 Equality and diversity impacts
Achieving our goals in the area of crime reduction will have a beneficial impact on the whole community. Residents have clearly signalled that addressing the perception and the reality of crime in Lambeth is their single most important concern.
3.36 This Plan also recognises the challenging historical legacy of tension that to some degree continues to shape the context and climate within which crime reduction work will take place at a local level. From an equalities impact standpoint, the effect of this is of particular relevance to BME communities (notably, though not exclusively, young men of African Caribbean descent), and to a lesser extent the LGBT community.

3.37 Addressing the drivers of crime and disorder identified earlier will mean achieving the right balance between enforcement and public engagement measures, and the equalities dimensions bring an added level of complexity to this. It is known, for example, that African Caribbean youth are over-represented amongst those involved in drug markets at street level, and it is important that effective action is taken against offenders. It will be equally important for effective and ongoing communication and engagement with the wider population to reinforce the need for such action and to communicate successes to help maintain the support of the community – including the majority of the borough’s African Caribbean residents not involved in street crime.

3.38 National drivers
The priorities in this Plan must primarily respond to the situation ‘on the ground’ in Lambeth itself and the needs and concerns of its residents. However, there is a wider context of national policy making that is influential for the Partnership and this will be briefly referenced here. The key elements include:

(a) New national Public Service Agreements – a set of Public Service Agreements (PSAs) were signed-off for each Whitehall department towards the end of 2007. The Agreements comprise the top national priority outcomes for Government for the three years 2008-2011 and provide the top strategic level for the determination of crime reduction indicators and targets throughout the country. The priorities and indicators for Lambeth’s Partnership Plan will need to have regard to the PSA outcomes framework, particularly in respect of:

- PSA 14, Increase the Number of Children and Young People on the Path to Success
- PSA 21, Build More Cohesive, Empowered and Active Communities
- PSA 23, Make Communities Safer
- PSA 25, Reduce the Harm Caused by Alcohol and Drugs
- PSA 26, Reduce the Risk to the UK from International Terrorism

(b) New national indicators sets (NIS/APACS) – the National Indicator Set (for local government) and Assessment of Police and Community Safety (for the police service and CDRPs) provide a set of externally defined and audited performance indicators that cover the major issues of reducing crime, disorder and substance misuse.

- NIS consists of 198 indicators, of which 14 belong to ‘Stronger Communities’ (covering cohesion issues) and 35 to ‘Safer Communities’ covering crime, disorder and substance misuse.
- APACS consists of a set of c.54 indicators, overlapped with NIS, covering ‘promoting safety’, ‘tackling crime’, ‘serious crime and
protection’, ‘confidence and satisfaction’ and ‘organisational management’.

All the indicators are formally audited by the Audit Commission and HMIC and this provides the ‘wider’ framework for performance managing the Safer Lambeth Partnership. The Partnership Plan presents locally determined priorities for crime reduction (derived from the Strategic Assessment), but uses selected NIS/APACS indicators as local measures of success/progress.

(c) **Home Office and other key strategies** – Government policy for crime reduction and safer communities has recently developed through the publication of new guidance and strategies including:

- *Delivering Safer Communities* (revised guidance to CDRPs)
- *Green Paper on Police Reform* (forthcoming)
- MPS *Policing London Strategy, 2008-11* (forthcoming)

(d) **Police reform (Flanagan Report)** – Sir Ronnie Flanagan (HM Inspector of Constabulary) was appointed in April 2007 to review policing in England and Wales including reviewing progress with neighbourhood policing and local involvement and accountability. His report, published in February 2008, recommended:

- integration of partnership working between the police and local and central government into mainstream policing with the implementation of neighbourhood policing as an example of this kind of practice.
- strengthening accountability of the police at a local level to ensure greater police responsiveness to public needs.
- further reductions of police bureaucracy and form filling.
The Partnership Priorities, 2008-11

3.39 Based on the Strategic Assessment and the other key drivers described above, the Safer Lambeth Partnership has agreed to adopt five Partnership Priorities for the three years, 2008-11.

3.40 The vision for change

To take the borough from where it is now – with falling recorded volume crime but unacceptable levels of serious violent crime and offending driven by problematic drug use and alcohol consumption, with vulnerable young people engaging in risky behaviour – to a position where all of these have been addressed and significantly reduced.

3.41 The Safer Lambeth Partnership will aim to secure five priority outcomes over the next three years to 2011:

1. Reduce serious violent crime
   There will be a significant reduction of the number of victims of violent crime with attendant improvements in feelings of public confidence and reassurance.

2. Reduce the harm associated with drug and alcohol misuse
   There will be significant reductions in the health and social harms associated with drugs and alcohol across the borough. There will be no visible drug dealing or drug use on our streets or in our housing estates and Brixton will have lost its reputation as a place where illegal drugs can be readily obtained.

3. Support young people
   There will be improved cross service support for young people with reduced youth offending and increased diversionary activities. Young people will develop positive behaviour and life opportunities. The involvement of young people in serious violent offending and gang-related activity will have been challenged and reduced. The overrepresentation of BME young people and Looked After Children in the youth justice system will have been significantly reduced.

4. Support more resilient, cohesive communities
   There will be improved service responses to promote community safety and raise public confidence and trust. There will be closer engagement with communities with measurable signs that groups within the borough are living and working more closely together within vibrant and diverse neighbourhoods. There will be closer work with communities to prevent violent extremism and reduce levels of hate crime.

5. Support safer and more respectful neighbourhoods
   We will maintain reductions in levels of volume crime and there will be a significant reduction in the number of victims of acquisitive crime with far less environmental and criminal damage. Greater respect for public space and other people will be demonstrated in significantly reduced levels of anti-social behaviour with tangible signs that residents are listened to and are reclaiming their neighbourhoods.
4. **Priority 1: Reduce Serious Violent Crime**

**Lead Agency: Metropolitan Police Service (Lambeth)**

There will be a significant reduction of the number of victims of violent crime with attendant improvements in feelings of public confidence and reassurance.

4.1 Despite the significant crime reductions of the last decade, serious violent crime in Lambeth remains high. Levels of violent crime are among the highest recorded in London. Addressing this issue while reassuring the public and raising confidence is the Partnership’s top priority.

**Profile: what the Strategic Assessment told us**

4.2 Lambeth’s experience as an area of high violent crime has ensured that crime, and fear of crime, are the key issues of concern for local residents. In 2007, the Partnership commissioned research on fear of crime in the borough that revealed high levels of victimisation including that 16% of respondents had been victims of violent crime in the last 12 months. This experience has powerful consequences for residents’ feelings of personal wellbeing and the borough’s reputation.

4.3 Across all violent crime types, Lambeth comes top, or near the top, of the comparative crime counts for the MPS Greater London area: first for murder, third for GBH, second for shootings, second for gun enabled, seventh for knife enabled, and first for rape (Aug 2006-July 2007).

4.4 Some violent crime types, particularly weapon enabled offending, have shown increases over the last year. For the year to March 2008, Lambeth had the highest count of murder in the MPS with 23 – twice the number for Newham, at 10, and Croydon, at 9, (the second and third highest boroughs respectively).

4.5 Violent (and acquisitive) crimes are frequently symptomatic offending linked to the operation of drug markets in the borough. Violent offences accounted 12.5% of arrests in Lambeth in 2006/2007. Transport for London (TfL) and British Transport Police (BTP London South), link alcohol and violent crime on the transport networks; 11% of staff assaults on the rail network highlight alcohol as an aggravating factor.

4.6 A key concern is the rising profile of young people involved in violent crime. Offenders are escalating to violent offending at younger ages and are becoming involved in gang activity and gun and knife enabled offending. Males under 17 are the key vulnerable group, both as victims and offenders particularly for personal robbery; which made up 64% of crime committed by young people in 2006/07.

4.7 Domestic Violence (DV) and rape are both traditionally under-reported crimes. Despite a decrease in reported rapes of 32% from 2004/5 to March 2008, Lambeth continues to have one of the highest levels of reported rape in London.

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Nationally government believe that alcohol is a factor in around half of all violent crime, 45% of domestic violence (DV), 58% stranger violence and 58% rape. Under new Public Service Agreements (PSAs) effective from April 2008 GBH will be a proxy measure of alcohol related violent crime.

Objectives for this Priority

Over the next three years, our key objectives for addressing this priority include:

1. Achieve reductions in serious violent crime as an immediate priority and achieve the following reductions\textsuperscript{a} by 31 March 2009:
   - **Knife offences**: reduced by 5\% with no more than 437 offences in total and the weekly rate not exceeding 8.4;
   - **Gun crime**: reduced by 5\% with no more than 222 offences in total and the weekly rate not exceeding 4.3;

2. Improve the detection of violent crime by raising ‘sanctioned detections’:
   - **Rape** – to 35\%
   - **Domestic violence** – to 45\%
   - **DV arrest rate** – to 67\%
   - **Other violent offences** – to 32\%

3. Achieve the **stretch target on domestic violence** in Lambeth’s Local Area Agreement, by 31 March 2010:
   - 37\% of incidents resulting in sanctioned detections;
   - 27.3\% of incidents that are repeat incidents (for non-MARAC cases);
   - 54\% of incidents that are repeat incidents (for MARAC cases);
   - 165 offenders brought to justice.

4. Achieve the **objectives of key strategies** to tackle violent crime in the borough:
   - the MPS **Serious Violence Reduction Strategy**, 2007-9
   - the **Young and Safe Strategic Action Plan** (see Section 6, below.)
   - the Lambeth **Domestic Violence Strategy** 2008-11.

5. Develop and embed more effective partnership working in relation to serious violent crime in Lambeth by launching a new **Violent Crime Reduction Group**, to be led by a chief officer of one of the ‘responsible authorities’ in membership of Safer Lambeth, backed by a small executive group of senior officers of the other key agencies.

Commitment to action

Detailed proposals to achieve our objectives for this Priority are contained in Part 2 of the Plan (the delivery element). However, we plan a number of **headline initiatives over the next 12 months** in relation to this priority:

\textsuperscript{a} Reduction targets for **Most Serious Violence** and **Assault with Injury** will be determined for 2009/10 and 2010/11 once baselines have been established during 2008/9.
(a) We will launch a major new Violent Crime Reduction Group with a short
term mandate to oversee implementation of the Serious Violence
Reduction Strategy and to achieve two years of significant reductions in all
violent crime categories and serious violent offending.

(b) Further work to achieve the ‘stretch’ target in relation to domestic
violence with emphasis on:

- increasing sanctioned detections for domestic violence perpetrators
  (to 45% in 2008/9) and bring more domestic violence offenders to
  justice;
- implementing the Multi Agency Risk Assessment Conferences
  (MARAC) and increase the numbers of DV victims subject to MARAC
  assessment in order to reduce repeat victimisation.
- developing the Sanctuary scheme in partnership with Lambeth
  Housing and Lambeth and Southwark Victim Support to support low to
  medium risk victims of DV with physical works to accommodation to
  increase security and provide psychological support.

(c) Similarly for rape, action is needed to raise reporting and conviction rates.
We will work with the Haven, a partnership between the PCT and MPS
based in Kings Hospital where victims can be seen for forensic evidence
gathering but are also offered long term counselling, to offer additional
publicity to promote reporting of rape or serious sexual assaults.

(d) Council officers will continue to assist the police by conducting routine
checks and passing on intelligence in relation to the sale of fake guns and
be developing the the underage sales programme, which cautions and
where necessary prosecutes traders of knives to underage customers,
working in conjunction with the police.

The success measures for this priority

4.11 Based on the findings of the Strategic Assessment, we are proposing the following
indicators selected from NIS and APACS as measures against which our progress
for this priority will be measured. Definitions and a rationale for the selection of
each indicator is presented in Appendix 1 of the Plan.

- NI 15: serious violent crime rate/most serious violence
- NI 20: Assault with injury
- NI 28: serious knife crime
- NI 29: gun crime rate
- NI 32: domestic violence, victimisation
Linked plans and strategies

4.12 Key plans and strategies produced by the agencies represented on the Safer Lambeth Partnership that are relevant to or support achievement against this priority include:

- MPS – *Serious Violence Reduction Strategy (MPS-wide and Lambeth borough), 2007-9*
- Safer Lambeth – *Young and Safe in Lambeth, Young People and Violent Crime Strategic Action Plan*
- Safer Lambeth – *Drugs Market Disruption Strategy and Delivery Plan*
- LBL – *Youth Justice Plan*
- LBL – *Domestic Violence Strategy*
5. **Priority 2: Reduce the harm caused by problematic drug use and alcohol consumption**

**Lead Agency: Lambeth Primary Care Trust**

There will be significant reductions in the health and social harms associated with drugs and alcohol across the borough. There will be no visible drug dealing or drug use on our streets or in our housing estates and Brixton will have lost its reputation as a place where illegal drugs can be readily obtained.

5.1 **Drugs and alcohol are the key drivers for serious crime and offending in Lambeth.** Whilst immediate action to reduce violent crime is the top priority for the Partnership, we appreciate that tackling problematic drug and alcohol use is the most significant step that can be taken to prevent future offending.

**Profile: what the Strategic Assessment told us**

5.2 Lambeth has the highest estimated number of problem drug (heroin and crack) users in London, and consequently the treatment system is both large and complex. One in three Lambeth problem drug users are in structured treatment, 2% higher than the London average.

5.3 There are established open and closed drug markets in Lambeth. Successful action to close ‘crack houses’ in the borough has shifted the emphasis to tackling street based dealing and consumption of crack and heroin.

5.4 Drug use and the operation of drug markets are inextricably linked with violent and acquisitive crime and anti-social behaviour in the borough. DIP data suggests that about 40-50% of individuals arrested for trigger offences test positive for heroin and/or cocaine. Around 50% of positive testers are not Lambeth residents, and are mainly from neighbouring boroughs (Croydon, Southwark and Lewisham).

5.5 Over half of the borough’s ASBOs currently in force relate to drugs.

5.6 While the links between heroin/crack use and acquisitive crime are well-evidenced, the majority of arrests in the Borough’s major crime hotspot (Brixton) are for cannabis. 2421 warnings were issued for cannabis possession during the No Deal operation in Brixton during 2005 and 2006.

5.7 More people in Lambeth see drug use as a very or fairly big problem compared to London as a whole – 50% of residents think people using or dealing drugs is a very or fairly big problem. In April 2007, 10 Safer Neighbourhood Panels out of 21 identified drug dealing and using as one of their top three priorities.

5.8 It is estimated that 23% - 24% of Lambeth’s population drink excessively, and that Lambeth has higher levels of alcohol related hospital admissions than London and England. Alcohol related ambulance call outs are geographically aligned to

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15 Between 2003-2006, 143 raids on properties led to 105 closures

16 Lambeth Alcohol Needs Assessment 2006/07
wards with strong night time economies where levels of alcohol and violent crime are high (these are Bishops, Coldharbour, Oval, Clapham Town and Princes). The general profile for an excessive drinker in Lambeth is that of a white male.

5.9 Whilst alcohol is considered a driver of violent crime, the connection between alcohol misuse and violent crime in Lambeth is less clear. There is evidence that many robbery victims targeted in and around entertainment or transport hubs late at night are drunk, Transport for London and British Transport Police (London South) also link alcohol to violent crime on transport networks, generally at night. Alcohol dependence is known to be a common factor amongst perpetrators of domestic violence, and some victims.

5.10 The public perception of drunk and rowdy behaviour in Lambeth is consistent with inner and outer London in general. As a very or fairly big problem, it was less than other parts of London (37% compared to 39% inner London and 40% London). 60% of respondents did not see it as a very big problem at all.

**Objectives for this Priority**

5.11 Over the next three years, our key objectives for addressing this priority include:

*Protecting communities from drug misuses through robust enforcement:*

1. Implement the three year Drug Markets Disruption Strategy and create a Drug Market Disruption Group to drive and coordinate activity.

2. **Prioritise responses** as follows (in order of priority):
   - target criminals and gangs involved in serious crime through their drug dealing activities;
   - disrupt open street based markets and ‘drug addresses’ (crack houses) where these lead to an increase in acquisitive crime and/or create negative public perceptions of an area;
   - address closed markets (ie. where transactions take place between people who know each other and not in public spaces).

3. Tackle **drug trafficking** by targeted enforcement against criminal networks and individuals.

4. Significantly reduce overt drug dealing in open street based markets by continuing **High Visibility Policing** and by implementing the **Drug Deterrent Policy** of actively seeking and publicising ASBOs to discourage drug buying and selling in the borough’s high crime areas.

5. Work through **Sentinel** in Brixton to utilise **CCTV and surveillance** and covert operations to target suspected buyers and sellers in Brixton Town Centre. Develop and sustain ‘**dispersal zone**’ activity where appropriate.

6. Ensure prompt and permanent closure of identified ‘**crack houses**’ or drug addresses and enforce the **Lambeth Drug House Closure Protocol**.

7. Act to discourage drug dealing by **seizing assets** with an emphasis on **targeting gang members** linked to violence and drugs through proactive financial seizures.
Implement improved intelligence-led working on drugs enforcement with a significantly improved understanding of the operation of drugs markets in the borough.

**Preventing harm to children, young people and families affected by drug misuse:**

(9) Implement the Young Person’s Substance Misuse Treatment Plan. Achieve key targets –

- At least 90% of young people requiring specialist substance misuse treatment to be catered for in a YP’s service;
- All YP referred for specialist treatment should have a comprehensive assessment undertaken within 5 working days of referral and treatment should commence 10 working days after this;
- All YP in specialist treatment should have a care plan specifically related to their substance misuse treatment needs;
- At least 80% of YP should leave treatment in an agreed and planned way;
- At least 20% of referrals to specialist treatment should be made by key services for vulnerable young people. …

(10) Address the problem of drug using parents – prioritise these individuals for treatment and provide additional support for the children of drug using parents.

(11) Support the implementation of the *Young and Safe Strategic Action Plan* and implement partnership approaches to challenge the involvement of young people in gang related drug dealing.

(12) **Recommission young people’s drug services** to ensure that service provision is directly addressing the identified prevention and treatment needs of young people.

**Delivering new approaches to treatment and social re-integration:**

(13) Implement the Treatment Plan – achieve an 11% increase in the number of drug users in effective treatment

(14) Work with key partners to plan and manage clients’ journeys through treatment and into work, helping them access the wider support needed to re-establish their lives, including the provision of stable accommodation.

(15) Implement improved care pathways and improved partnership working for clients with a *dual diagnosis* (ie. mental health and substance misuse issues).

(16) Develop Lambeth’s *Drug Intervention Programme* – improve the DIP’s pick-up and retention rates in treatment. Raise the proportion of offenders entering treatment that are still in treatment 12 weeks later to 83%.

(17) Increase the engagement in treatment of young black and white British males aged 18-24, known to criminal justice system. Address the challenge to make treatment more attractive and relevant for this group.
(18) Improve **carer involvement** in the development and delivery of treatment and support the role of carers in the social re-integration aspect of treatment.

(19) Further develop **Service User involvement**, particularly in the business planning and management structures of treatment services.

(20) Informing and engaging local communities to tackle drug misuse:

- Involve **families and carers** in the treatment and support services offered to those affected by drug misuse.

- Provide **appropriate information** to local communities on the range of treatment services available to reduce drug use.

- Support **social enterprise** by making available small Innovation Grants to third sector organisations to tackle drug use within their communities.

- Implement **deterrence-based campaigns**, such as Drug Deterrence Policy, to discourage the open buying and selling of drugs in the borough and to reassure local communities.

- Organise targeted campaigns to **challenge the ‘role model’ and glamour image of drug dealing**, particularly amongst young people.

- Produce and disseminate **new information materials aimed at young people** emphasising the harms associated with drug dealing.

- Conduct **anti-begging campaigns** to raise public awareness about the linkage between begging and drug dealing.

**Reducing alcohol-related harm:**

(21) Implement the **Alcohol Strategy and Delivery Plan**. Achieve key targets:

- Role out screening and brief interventions in public health settings such as GP surgeries and Accident and Emergency rooms.

- Further develop the Safer Socialising award scheme to gain 20% participation over 3 years.

- Control the supply of alcohol to minors.

- Set up conditional cautioning for alcohol related crimes.

- Raise awareness of potential harm cased by alcohol use.

(22) Reduce the level of **alcohol related violence and ASB** with targeted holistic approach to deal with (a) on-street drinking, (b) premises associated with problem drinking, ASB or violence. The holistic approach will include outreach work, education, responsible trader schemes, ASB legislation, Designated Public Places Orders (DPPOs) and licensing powers.

(23) Develop the **Safer Socialising Pub Watch** scheme by making it more accessible to smaller premises and by working with LBAC to bring 20% of the borough’s licensed premises into the scheme.

(24) **Restrict the sale of alcohol to minors** by carrying out further test purchasing exercises and by targeting and closing problem premises.
(25) Reduce the incidence of **alcohol-related domestic violence** by continuing to develop partnership working with Lambeth’s DV Forum.

(26) Improve **capacity and quality of treatment pathways** with a focus on the introduction of screening and brief interventions in (a) GPs surgeries and (b) accident and emergency departments across the borough.

(27) Roll out **conditional cautioning** whereby conditions related to alcohol interventions and support are attached to criminal cautions given by police in cases where they believe alcohol is related to the offending.

(28) Promote **more responsible and safer attitudes** to alcohol use with active campaigning working in collaboration with existing campaigns, for example on domestic violence and teenage pregnancy.

**Commitment to action**

5.12 Detailed proposals to achieve our objectives for this Priority are contained in Part 2 of the Plan (the delivery element). However, we plan a number of **headline initiatives** over the next 12 months in relation to this priority that include:

(a) Working through **Brixton Sentinel** (see para 8.9(2), below) implement a package of partnership interventions including **high visibility policing** operations, the **Drug Deterrent Policy** and **key environmental improvements** to significantly curtail the operation of street based drugs markets in **Brixton**.

(b) Reduce the demand side of drug markets by increasing the number of **drug users in treatment** by 11% and improving the DIP’s retention rate to 85% of those entering treatment.

(c) Coordinating joined up working between substance misuse services and children and family intervention agencies to provide a more effective response to the needs of **children of substance misusing parents**.

(d) Robustly apply the revised **Licensing Policy** with assertive enforcement action to tackle problem licensed premises, including:

- the imposition of licensed conditions, reduced hours, and if necessary **closure of the most problematic licensed premises**;
- using planning legislation to **mitigate the development of inappropriate concentrations of licensed premises** in a particular area;
- improving flows of information, intelligence and evidence relating to incidents in licensed premises, between police and licensing officers to enable swift enforcement action to be taken against ‘problem’ premises.

(e) Engaging in **targeted activity to restrict on-street drinking** using ASB powers and localised Designated Public Places Orders (DPPOs) particularly for the areas around Streatham Green, Stockwell tube station, Tulse Hill station, Tate Gardens and St Matthews Peace gardens in Brixton.

(f) Continuing the provision of a rapid response service to remove **discarded sex and drug related hazardous waste**. Regularly visiting drug user hot spots and maintaining sharps bins, encouraging the safe disposal of syringes.
The success measures for this priority

5.13 Based on the findings of the Strategic Assessment, we are proposing the following indicators selected from NIS and APACS:

- NI 40: drug users in effective treatment
- NI 41: perception of drunk rowdy behaviour
- NI 42: perception of drug use or dealing as a problem

Linked plans and strategies

5.14 Key plans and strategies produced by the agencies represented on the Safer Lambeth Partnership that are relevant to or support achievement against this priority include:

- Lambeth DAT – Treatment Plan
- Lambeth DAT – Young People’s Substance Misuse Plan
- Lambeth DAT – Alcohol Strategy and Delivery Plan, 2007-10
- Safer Lambeth – Drug Market Disruption Strategy
- MPS – Drugs Strategy and Delivery Plan 2007-10
6. Priority 3: Support Young People

Lead Agency: London Borough of Lambeth

There will be improved cross service support for young people with reduced youth offending and increased diversionary activities. Young people will develop positive behaviour and life opportunities. The involvement of young people in serious violent offending and gang-related activity will have been challenged and reduced. The overrepresentation of BME young people in the youth justice system will have been significantly reduced.

6.1 Although there have been significant reductions in youth offending in Lambeth in recent years, crime involving children and young people remains high compared to the London and national averages. There is a rising trend of involvement of young people in more serious and violent offending and gang related offending and at younger ages.

Profile: what the Strategic Assessment told us

6.2 The overarching strategy for the development of the well-being of children and young people in the borough is provided by the statutory Children and Young People’s Plan. A new CYPP was adopted in 2007, providing a three year framework through to 2010. Of the 11 priorities in the Plan, two are directly relevant to the SL Partnership Plan:

“2. Reduce the prevalence of substance misuse amongst children and young people…”

“4. Prevent young people from drifting into crime, in particular young black and minority ethnic boys…”

6.3 In support of these priorities of the CYPP, the Partnership Plan will focus on specialist objectives targeting young people at specific risk of involvement in crime or anti-social behaviour or those young people already involved in offending.

6.4 We know from our Strategic Assessment that offending by children and young people in Lambeth is falling. The numbers entering the criminal justice system have reduced by 20% this year, 2007/08. The percentage of young people sentenced to custody has reduced by 3% over the past three years and the re-offending rate for young people known to the Youth Offending Service has been amongst the lowest in the London for the past two years.

6.5 It should be emphasised that the vast majority of young people in Lambeth are not involved in crime, anti-social behaviour or drug related offending. For example, of 22,015 young people aged 10-17 in Lambeth, only 651 were involved in offending in the year 2005/06.

6.6 However, these reductions have come from a high base and youth offending remains higher in Lambeth than elsewhere:

(a) Although 651 young people (in this context those aged under 18 and receiving a substantive outcome) involved in offending in any one year is only 3%, this compares with a London average of 2.1%.
(b) Nationally, young people committed 1.6% of all robberies, but in Lambeth the figure was 8%.

(c) In 2006/07 (the last full year for which figures are available), 89 young people were sentenced to custody and custody rates are high, around 12% in Lambeth compared to 6% nationally.

(d) There is significant overrepresentation of BME young people in the Youth Justice System in Lambeth – although 45% of the youth population (aged 10-17) in Lambeth are from BME communities, they represent 76% of the offending population. Black young people in Lambeth are three times more likely than their white peers to enter the criminal justice system.

6.7 Young people living in the borough are also very concerned about crime. When consulted in 2006/7 for the revised CYPP, 57% of 8 to 11 year olds were concerned about ‘young people doing crime’ and 40% were concerned about gangs where they live. 79% of young people over 11 were concerned about guns and knives and 41% about gangs.

6.8 Increasing levels of violence and involvement in gang related criminal activity by a small minority of young people has become a key concern of the Partnership in the last 18 months. In 2007 the MPS identified 27 gangs operating in Lambeth and there is reason to believe there may be over 30 currently operating in the borough; 11 teenagers have been murdered London wide in the first three months of 2008, including one in Lambeth. Five young people in Lambeth were murdered during 2007/8. In common with many inner city areas, Lambeth has high levels of robbery, and this was the most common offence for young offenders in Lambeth in 2007/8.

6.9 Lack of access to training and employment opportunities and youth activities is a concern for many young people that live within the borough. An increase of positive activities/diversionary schemes would enable young people to be diverted away from ASB/offending behaviour and gain extra skills and experience.

6.10 Lack of provision of social housing for families has also been highlighted. This is of concern for those young people who want to or need to relocate to disengage from crime and for those young people who have been made homeless or are leaving care.

6.11 Emotional literacy and developing social skills are areas that we need to address. There is a clear need to help some young people particularly those vulnerable to criminal activity to develop positive relationships. A number of these young people have been exposed to violence within the home for example and violence becomes a key means of expression in such young people.
Objectives for this Priority

6.12 Over the next three years, our key objectives for addressing this priority include:

1. Achieve the key youth offending targets:
   - Reduce the Youth Violence rate\(^{17}\) by \(5.2\%\) by 31 March 2009.
   - Reduce the rate of proven re-offending by young offenders\(^{18}\).
   - Increase the proportion of young offenders, known to the YOS, participating in education, training or employment by a further \(11\%\) building on the \(7\%\) increase achieved in the last two years.
   - Reduce first time entrants to the youth justice system by a further \(12\%\) building on the reduction of \(5\%\) achieved in the last two years.
   - Reduce the rate of youth custody for young offenders in Lambeth so it is closer to the London and national averages: from \(11.9\%\) currently, to \(9\%\) over three years.

2. Achieve the current stretch target in the Local Area Agreement to reduce the disproportionate outcomes for BME young people in the youth justice system\(^{19}\).

3. Challenge and significantly reduce serious violent offending involving young people under the age of 21 and the involvement of young people in gang related activity.

4. Prevent young people from drifting into crime by promoting preventative measures and targeted interventions for the most vulnerable and at risk young people in the borough (through the work of the Youth Inclusion Support Panel).

Commitment to action

6.13 Detailed proposals to achieve our objectives for this Priority are contained in Part 2 of the Plan (the delivery element). However, we plan a number of headline initiatives over the next 12 months in relation to this priority that include:

(a) Implementation of priority measures from the Young and Safe Strategic Action Plan to challenge violent and gang related offending involving young people including:
   - extended hours in all youth centres, a new youth outreach team and new support services in schools;
   - an additional £1.7 million for Lambeth’s youth service over three years;
   - 18 new family support workers to work with the most at risk children and additional parenting support for the most vulnerable families;
   - targeted action against gang members through the Pathways initiative;
   - borough wide roll out of the award winning X-It programme.

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\(^{17}\) Defined as any offence of ‘most serious violence’, ABH or weapon enabled crime where the victim is under 20.

\(^{18}\) This target is currently being baselined. Youth Justice Board and Dept for Communities will publish new targets for this indicator in January 2009.

\(^{19}\) The target is a reduction of 44 first time entrants from BME groups and a reduction in the number of re-offences from BME young people under supervision from 8.6 to 7.7.
(b) Developing the **Five Boroughs Gangs Initiative** with Southwark, Greenwich, Croydon and Lewisham to tackle cross-border issues in relation to gang activity.

(c) Implementing the ‘**Pathways’ Initiative** based on targeted approaches using mediation, support and enforcement to dissuade gang members from engaging in criminal activities.

(d) Developing the **Phoenix Programme** as a commissioning framework to provide targeted provision of mentoring for young people who are at risk of becoming involved in guns and other forms of serious violent crime and prioritise initiatives during 2008/9 covering one to one Engagement and Intervention, Skills for Life and Coaching and Education, Training and Employment.

(e) Implementing a **targeted initiative for the youngest offenders** (8-13 years) who are at risk of becoming involved in anti-social behaviour and low level offending with coordinated use of ASB powers; particularly Acceptable Behaviour Contracts and support and diversionary packages,

(f) Implementing the **Family Intervention Project** to provide targeted support for up to 20 families facing eviction or loss of accommodation due to anti-social behaviour involving young people in the household.

(g) Developing the work of the **Youth Inclusion Support Panel** to provide targeted support packages, parenting programmes and positive activities and support for Third Sector projects for the most vulnerable young people to prevent them from drifting into crime.

**The success measures for this priority**

6.14 Based on the findings of the Strategic Assessment, we are proposing the following indicators selected from NIS and APACS:

- **NI 45**: young offenders in ETE
- **NI 19**: youth re-offending rate
- **NI 111**: first time youth offending
- **NI 115**: substance misuse by young people

**Linked plans and strategies**

6.15 Key plans and strategies produced by the agencies represented on the Safer Lambeth Partnership that are relevant to or support achievement against this priority include:

- **CYPSP** – Children and Young People’s Plan 2, 2007-10
- **Safer Lambeth** – *Young and Safe* Strategic Action Plan, 2008-11
- **LBL** – Safeguarding (Young People) Strategy
- **LBL** – Youth Justice Planning Framework – Capacity & Capability Plan
- **LBL** – Integrated Youth Strategy
- **LBL** – Targeted Youth Strategy
7. **Priority 4: Support more cohesive and resilient communities**

**Lead Agency: London Borough of Lambeth**

There will be improved service responses to promote community safety and raise public confidence and trust. There will be closer engagement with communities with measurable signs that groups within the borough are living and working more closely together within vibrant and diverse neighbourhoods. There will be closer work with communities to prevent violent extremism and reduce levels of hate crime.

7.1 Lambeth is a borough of many communities, with a mobile and highly transient population. Managing cohesion in an environment of high levels of crime and fear of crime and ensuring resilience in the face of challenges such as hate crime and violent extremism is a key concern for the Partnership.

**Profile: what the Strategic Assessment told us**

7.2 Crime is the number one concern of Lambeth residents – in the most recent Lambeth Residents survey (October 2007), 61% were most concerned about crime which is higher than the London average of 54% (though in line with the inner London level of 62%).

7.3 Fear of crime is also high, although perceptions of safety in the day are the same as 2005 and the inner London average: 80% of residents felt ‘Very / fairly safe’ when out and about in the borough during the day, this dropped to only 45% after dark.

7.4 The Partnership commissioned a **Fear of Crime and victimisation survey** undertaken by London South Bank University to gain a better understanding of residents’ experiences. Key results include:

- 30% reported that they had been a victim of crime within the borough in the last 12 months and of those one in five (20%) had been victimised more than once in the last 12 months.
- Over half were victims of property crime, nearly 20% were victims of ASB and disorder, 16% were victims of violent crime and 12% victims of hate crime.
- 44% of victims were aged 16-19 year olds and Asians reported the most victimisation (42%).
- Of all those that had been victims of crime, only 57% reported it to the Police.

7.5 High levels of crime and fear of crime is a challenge to community cohesion in a borough as diverse as Lambeth. **Engaging communities of interest** must be a key priority for the Partnership over the next three years. Effective engagement with key communities, such as faith communities, LGBT, migrant groups, older people, people with disabilities, victims and witnesses, etc, will advance related work on reducing community tensions, hate crime and violent extremism.
7.6 At the same time, the Partnership needs to strengthen its accountability to local communities and develop structures and processes, such as the Partnership Consultative Group and the Community Call for Action, that enhance ownership of the Partnership’s actions to tackle the impact of, or involvement in criminal activities of various groups.

7.7 Communication and engagement
Communication plays an important role in enhancing community cohesions and resilience. There is a clear gap in Lambeth between public perception of local crime levels and levels of crime in the borough. As a result, there is a need for positive messages about local community safety and crime reduction initiatives so that we empower local people to play an important part in crime reduction through shared ownership of community problems. In recent years, we have worked as a Partnership to establish an effective, two-way flow of information with local communities to enhance local accountability.

7.8 We work to reassure groups who feel vulnerable, such as older people, disabled people, or black minority ethnic (BME) communities. We will acknowledge the diversity of local communities and develop both targeted and universal strategies to reach all members of the local community including traditionally marginalised groups such as women, people with a disability and members of minority ethnic groups.

7.9 Community tensions
Lambeth is a borough of over 130 community languages, with nearly 4 in 10 of the population from black and minority ethnic communities and with communities facing extreme deprivation living almost side by side with pockets of great affluence. However, levels of cohesion are high with 83% of residents feeling they get on well with others in their local area.

7.10 Nevertheless, tensions between established communities and new incoming communities are a risk for the future. The racially motivated arson attacks on Asian-owned shops in the Kennington/Oval area, which resulted in two deaths in 2006 and the recent murder of an Afghan shop keeper in Brixton Market has highlighted the danger and this issue will need to be carefully monitored for the future. Similarly, the response of the Partnership to critical incidents needs to take into account the vital role of community reassurance, which impacts positively on community tensions.

7.11 Hate Crime
This is defined as ‘any incident which constitutes a criminal offence that is perceived by the victim, or any other person, as being motivated by prejudice or hate.’ The Partnership’s Hate Crime Strategy is designed to cover, ‘All hate incidents based on race, disability, sexual orientation and faith whether or not they constitute a criminal offence’.

7.12 Levels of reported hate crime have shown reductions in recent years:
- race hate crimes: 275 in 2007/8, compared to 317 in 2006/7;
- homophobic hate crimes: 66 in 2007/8, compared to 84 in 2006/7;
- levels of disability hate crime are statistically very low in comparison to other forms of hate crime – for the period 2005/06, no disability hate
crime reports were made in Lambeth. There were 8 reported faith hate crimes for the period 2005-2006.

7.13 However, widespread underreporting of incidents is a particular problem for the reliability of hate crime data. Survey evidence from minority communities suggest victimisation levels may be much higher than the recorded crime statistics suggest:

(a) for race, it is estimated that only around 5% of incidents are reported to the police and therefore the official statistics only represent a fraction of the problem;

(b) for LGBT, it is thought that young people are likely to suffer proportionally higher rates of homophobic incidents, ranging from bullying through to physical assaults. The LGBT community is likely to experience repeat victimisation and an escalation in seriousness. Under reporting is a significant issue.

(c) for disability, national research by the Disability Rights Commission in 2003 suggested that disability hate crime is a serious issue with 22% of disabled respondents reporting harassment in public because of their impairment and 9 in 10 people with learning difficulties experiencing bullying and harassment.

(d) for faith, [69 religious hate crimes were reported in London in the three weeks after bombings of 7 July 2005, compared with 40 in the same period of 2004. Community leaders at the time believed the actual number of incidents was at least four times higher.

7.14 **Violent extremism**

The bombings of 7 July 2005 and the attempted tube bombings two weeks later on 21/7 focused attention on the problem of violent extremism in Lambeth. Since the late 90s, Lambeth's mosques and community groups have highlighted their concern about the threat of rising extremism affecting Lambeth’s Muslim communities. A number of terrorists have lived, studied and worshipped in Lambeth and on 21/07/05, Oval tube station was a target for an attempted bombing.

7.15 The borough contains a large section of the Government Security Zone around the Palace of Westminster and sites on the South Bank. This and the many iconic sites (the London Eye, Waterloo station etc) create an obvious risk of high profile terrorist attack. Lambeth has contingency plans for a wide range of scenarios.

7.16 In 2006, Lambeth was chosen by the Home Office as one of two national pilot sites to develop ways to counter radicalisation where it may lead to violent extremism. In support of this, Lambeth has organised a coalition of mosques and community groups from across the theological spectrum of Islam to work together. With national and international academics and Islamic scholars, they have devised and are now delivering practical projects that aim to diffuse the risk from violent extremism within and beyond Lambeth.
Objectives for this Priority

Over the next three years, our key objectives for addressing this priority include:

(1) **Improve the detection of hate crime** by raising ‘sanctioned detections’:
   - Racial incidents – to 50%
   - Homophobic incidents – to 43%

(2) Develop **coordinated communication and engagement initiatives** to improve local communities’ perceptions on crime and promote cohesion. Improve the communication of **critical incidents** to local communities.

(3) Implement **accurate monitoring of community tensions** by developing weekly Community Impact Assessments based on critical incidents.

(4) Implement the **Hate Crime Strategy** to further reduce hate crimes in the borough with an emphasis on:
   - improving statutory, voluntary and community responses;
   - increasing the reporting of hate crimes by affected communities;
   - increasing the number of offenders brought to justice;
   - preventative measures based around campaigning to promote diversity, challenging prejudice and to raise awareness of actions taken against offenders to act as a deterrent to potential offenders.

(5) Implement the **Fear of Crime Strategy**, with measures to target the crime and disorder ‘hotspots’ that are driving fear of crime in the borough and challenge negative perceptions of young people (the ‘kids on the street corner phenomenon’).

(6) **Tackle violent extremism** using Pathfinder Funding – develop interventions aimed at young people vulnerable to extremism and extend work in the mosques across the borough.

(7) develop an integrated partnership **PREVENT Action Plan** to engage with local Muslim communities and to support them in delivering initiatives to divert vulnerable individuals from becoming involved in violent extremism.

(8) Strengthen the borough’s resilience, including the **Community Security Zone** and **Government Security Zone**, against the threat posed by international terrorism. In particular:
   - conduct borough-wide **Counter Terrorism operations** to protect people, buildings and locations as part of the overall government CONTEST Strategy;
   - develop MPS **Delphinus II** initiative including additional training to raise awareness around terrorist issues and suspicious activity amongst all frontline council staff and contractors.
Commitment to action

7.18 Detailed proposals to achieve our objectives for this Priority are contained in Part 2 of the Plan (the delivery element). However, we plan a number of headline initiatives over the next 12 months in relation to this priority that include:

(a) Building on the successful engagement work with the Somali, Afghan, Portuguese and Polish communities through community surgeries or other regular events and implementing further initiatives to reduce the impact of crime on older people and people with disabilities.

(b) Obtaining licences for the Gifts Communities Database (this will greatly enhance the Partnership’s ability to engage with community groups).

(c) Implement weekly Community Tension Assessments between MPS and LBL officers to enable accurate monitoring of community tensions.

(d) Implementing a range of reporting options for hate crimes in order to improve reporting rates including a pilot to trial a range of self-reporting mechanisms, publicity campaigns to raise awareness of hate crime and reporting/local services availability and community outreach in order to encourage reporting by victims and witnesses.

(e) Rolling out an initiative to increase reporting of hate crimes/incidents in schools by offering a training and curriculum development pilot in schools featuring extending monitoring from racist incidents to include disability, faith and homophobic incidents, workshops and training for teaching staff and pupils around equality issues and prejudice-based bullying.

(f) Engaging in further capacity building with the Third Sector to tackle violent extremism using £145,000 of Pathfinder funding.

(g) Implementing an action plan in response to the forthcoming review of the Partnership’s work in preventing violent extremism by the Royal United Services Institute.

(h) Providing additional training for front line staff working for the council and other agencies on how to deal with and respond to critical incidents and terrorist threats.

The success measures for this priority

7.19 Based on the findings of the Strategic Assessment, we are proposing the following indicators selected from NIS and APACS:

- NI 1: Perceptions of people from different backgrounds getting on
- NI 2: Perception of people who feel that they belong to their neighbourhood
- NI 4: Percentage of people who feel they can influence decisions in their locality
- NI 35: building resilience to violent extremism
- NI 36: protection against terrorist attack
Linked plans and strategies

7.20 Key plans and strategies produced by the agencies represented on the Safer Lambeth Partnership that are relevant to or support achievement against this priority include:

- Safer Lambeth – Communication Strategy
- Safer Lambeth – Hate Crime Strategy
- Safer Lambeth – Fear of Crime Strategy
- MPS – Operation Delphinus II
8. Priority 5: Support safer, more respectful neighbourhoods

Lead Agency: London Borough of Lambeth

We will maintain reductions in levels of volume crime and there will be a significant reduction in the number of victims of acquisitive crime with far less environmental and criminal damage. Greater respect for public space and other people will be demonstrated in significantly reduced levels of anti-social behaviour with tangible signs that residents are listened to and are reclaiming their neighbourhoods.

8.1 At the borough level, the Partnership’s attention is moving away from volume crime reduction targets towards a focus on serious crime, youth offending and terrorism and the key drivers for these problems such as drugs, alcohol and violent extremism. However, the partnership must not lose sight of continuing problems of crime and anti-social behaviour within local neighbourhoods. These localised problems require local solutions that engage and work with communities.

8.2 The Partnership is committed to a devolutionary agenda for future crime reduction in the borough. This involves taking enforcement and prevention activities into neighbourhoods in order to enable more responsive and flexible services that are located closer to the needs, interests and concerns of local communities.

Profile: what the Strategic Assessment told us

8.3 Crime is the top concern for nearly 2/3 thirds (61%) of Lambeth residents. They have similar perceptions of ASB as the rest of London. Approximately 1/3rd of Fear of crime and victimisation survey respondents highlight low level crime/ASB as a very or fairly big problem. In particular Lambeth residents have a heightened perception of people using or dealing drugs with half of respondents describing it as a very or fairly big problem.

8.4 Nationally problematic drug use has been found to be a key driver of acquisitive crime. Lambeth Drug Intervention Programme (DIP) found, for 2007/08, that 60% of those testing positive for cocaine and opiates had been arrested for acquisitive crimes – 31% theft, 11% burglary and 7% robbery. Most recorded ASB in Lambeth relates to rowdy or nuisance behaviour including drunkenness, shouting, swearing and noise. The majority of ASBOs in Lambeth have been served on adults over 21.

8.5 Research suggests that a significant proportion of crime, 9% is committed by a small number of people, estimated at 5,000 prolific offenders (PPOs) nationwide. Intensive management of PPOs nationally appears to be related to reductions in the acquisitive crime rate and in Lambeth work is underway to address the issues of prolific offenders, those committing a disproportionate amount of crime and reduce the impact on local neighbourhoods.

8.6 The patterns of offending in Lambeth vary across neighbourhoods; the main ‘hotspots’ being drawn from the town centres and major housing estates. Local analysis is building a picture of ASB is highlighting local variations. For example
there is a higher incidence of ASB in the northern half of the borough, Coldharbour ward has the highest count followed by Bishops, Oval and Princes wards.

8.7 Local residents are already involved in dealing with crime and ASB. There are now Safer Neighbourhood panels in the 21 wards of the borough. Each SN Panel is asked to propose a set of three current priorities for local policing activities in their ward and, taken together; they provide an excellent ‘snapshot’ of the localised nature of crime and offending in the borough. The SN Panel priorities as of April 2008 are listed in Appendix 2 of this part of the Partnership Plan.

8.8 To build on this early work the Partnership is committed to the development of an ASB database and associated hotline to improve the recording of and response to ASB in Lambeth. Over the next three years action is needed to extend improvements to the recording of acute and chronic neighbourhood priorities to identify vulnerable areas, consolidate local problem solving to focus action to deal with the minority of individuals who undermine quality of life for the majority of law abiding citizens.

Objectives for this Priority

8.9 Over the next three years, our key objectives for addressing this priority include:

**Develop effective neighbourhood based working to tackle offending and anti-social behaviour in the highest crime areas of the borough**

1. Develop and strengthen Safer Neighbourhoods working within each of the 21 wards of Lambeth by:
   - encouraging marginalised groups to join the SN Panels, enhancing representation, supporting their communication with local communities and partner agencies, and investing in training;
   - supporting the role of elected Councillors in safer neighbourhoods as community advocates and leaders;
   - ensuring linkage with the ‘Communities First’ agenda, for example by developing the Community Call for Action provisions of the new Local Government Act;
   - improving the responsiveness of partnership enforcement powers, particularly in respect of licensing, trading standards, environmental health, street care and other public realm functions, in support the Safer Neighbourhoods teams.
   - Developing joint partnership training opportunities for SN Teams and local partners so that better multi-agency working is cascaded down at a local level.

2. Roll-out the Brixton Sentinel initiative to tackle crime, substance misuse and poor quality physical environments, first to the heart of the town centre area around the tube station, Brixton Market and nearby residential areas including some of our estates and then, over time, to the whole of Coldharbour Ward:
   - if successful, extend the Sentinel model to the other high crime areas of the borough commencing with Vassell Ward in 2009/10;
secure a Brixton Area Agreement consisting of ambitious improvement targets relation to crime reduction, ASB, drugs and quality of public realm to be achieved over three years.

Reduce levels of anti-social behaviour

(3) Implement the Anti-Social Behaviour Strategy with priority action to:
• improve reporting, data collection and information sharing between agencies;
• target persistent offenders through prevention, intervention and rehabilitation;
• assertively use the full range of enforcement powers to challenge anti-social behaviour (including ASBOs and Dispersal Zones) in consultation with communities;
• improve victim and witness support by offering rapid responses and high quality advice.

(4) Review and strengthen the ASB function within the Partnership in order to secure an improved seamless service for residents regardless of tenure. In particular:
• secure better value for money and effectiveness across the teams currently working in MPS, Community Safety and Housing services;
• develop the function to work with the Safer Neighbourhood teams and in support of devolved arrangements.

(5) Reduce breach rates for ASBOs in Lambeth so they are closer to the national average of 47% by working with offenders and offering tailored support packages.

(6) Expand the Noise Control Team including extended hours of operation and improved response times. Officers witnessing statutory noise nuisance will take enforcement action, including prosecution of persistent offenders.

Reduce all Acquisitive Crime types

(7) Secure the following reductions in acquisitive crime categories by 31/03/09:
• All serious acquisitive crime: reduced by 3.3% with no more than 8795 offences in total and the weekly rate not exceeding 169;
• Residential burglary: reduced by 6% with no more than 2666 offences in total and the weekly rate not exceeding 51;
• Robbery (total): reduced by 3.3% with no more than 2347 offences in total and the weekly rate not exceeding 45;
• Theft of motor vehicle: reduced by 1% with no more than 1195 offences in total and the weekly rate not exceeding 23;
• Theft from motor vehicle: reduced by 1% with no more than 2588 offences in total and the weekly rate not exceeding 50;

(8) Improve the detection of acquisitive crime by raising ‘sanctioned detections’ for:
• All ‘tier 2’ acquisitive – to 13%
• Residential burglary – to 16%
• Robbery – to 17%
• Vehicle crime – to 8%

(9) Create and implement a Partnership Tasking Group bringing together key operational managers across the Partnership in order to coordinate rapid and flexible responses to emerging crime trends and provide a ‘real-time’ partnership response to acquisitive crime.

(10) Update and implement the Partnership Robbery Action Plan:
• target enforcement activity for the five ‘hotspot’ areas that account for over 30% of robbery volumes across the borough;
• prioritise work with young victims (eg. safe routes to school), older perpetrators (eg. reduce number of prolific offenders) and transport hubs (eg. designing out crime).

(11) Increase our capacity to identify and take appropriate action against premises and businesses used to sell stolen goods.

(12) Ensure effective communication campaigns are targeted in identified crime hotspots, encouraging residents and visitors to our borough to take steps to reduce opportunity for crime.

(13) Consolidate No Cold Calling Zones, reassuring some of our most vulnerable residents.

(14) Implement Secured By Design principles to design out crime in new developments and secure improved resilience to crime in existing developments, in particular:
• tackling poor design in the public realm that can lead to the emergence of crime ‘generators’ or ‘enablers’;
• working with landlords to improve crime prevention in houses in multiple occupation.

**Target the most important prolific offenders**

(15) Extend the Prolific and other Priority Offenders (PPOs) scheme to manage 100 offenders at any one time (compared to less than 80 at present).

(16) Support the PPO scheme to deliver mentoring support to offenders to engage them in training and employment outcomes.

(17) Develop the ‘Prevent and Deter’ strand of the scheme to provide additional support for youth offender PPOs via the YISP and the YOS. Increase the number of young offenders in the scheme from an average of 50 to 70.

(18) Improve communication of the scheme’s success in reducing acquisitive crime in order to support public reassurance.
(19) Reduce the borough’s re-offending rate through the development of local initiatives for the resettlement of offenders including training and employment, housing and family support provision

Tackle re-offending

(20) Implement the Resettlement Strategy and a strategy to reduce re-offending in line with the London-wide Reducing Re-offending Delivery Programme. This will include:

- a statement of partnership-working between HMP Brixton and community agencies;
- support for offenders leaving prison without statutory supervision;
- measures to the needs of offenders across the seven resettlement ‘pathways’ – (1) accommodation; (2) education, training and employment; (3) finance, debt and benefits; (4) drugs; (5) physical and mental health; (6) attitudes, thinking and behaviour; (7) children, families and support networks.

Improve the quality of the borough’s public realm and strengthen its capability to prevent and reduce crime and offending

(21) Commence implementation of an Action Plan to improve the quality of the borough’s CCTV provision. Achieve the following improvements:

- roll out of the ‘Lambeth CCTV Charter’ to embed raised service standards across the whole Partnership;
- achieve a target of 90% of all council cameras to be operating and capable of recording images at any one time by 2009/10;
- implement full digital CCTV recording across the borough by council cameras by the end of 2009.

(22) Ensure crime prevention design and wider community safety and crime reduction considerations (as embodied in Section 17 of the Crime and Disorder Act) are at the heart of Lambeth’s new Local Development Framework and that Section 17 considerations are properly embedded in the operation of the local planning system (also related to implementation of Secured by Design principles in (14), above.)

(23) Improve measures of street and environmental cleanliness in the borough in line with the following local environmental quality (LEQ) targets:

<table>
<thead>
<tr>
<th>Year</th>
<th>Litter</th>
<th>Detritus</th>
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<tbody>
<tr>
<td>2008/09</td>
<td>11%</td>
<td>18%</td>
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<tr>
<td>2009/10</td>
<td>9%</td>
<td>16%</td>
</tr>
<tr>
<td>2010/11</td>
<td>8%</td>
<td>15%</td>
</tr>
</tbody>
</table>

(24) Develop Environmental Enforcement in the borough to tackle and reduce problems in the public realm such noise, dogs, litter, fly-tipping, graffiti, vandalism:

- review the use of existing environmental enforcement powers across the Partnership in order to create coordinated approaches linked to Safer Neighbourhoods;
• consider the implementation of **high visibility, uniformed presence** on Lambeth’s streets, working closely with the Safer Neighbourhoods Teams, to carry out enforcement, issue fixed penalty notices and engage in intelligence gathering;

• develop a **‘community Freshview’** with partnership support within neighbourhoods to ‘help residents help themselves’ with intensive clean-ups of poor environments with follow-up action to maintain environments once they’ve been restored.

**Commitment to action**

8.10 Detailed proposals to achieve our objectives for this Priority are contained in Part 2 of the Plan (the delivery element). However, we plan a number of **headline initiatives** over the next 12 months in relation to this priority that include:

(a) Developing **Safer Neighbourhoods** including creating a new Team for Streatham High Road, setting up coordinating groups for Panel chairs in the Kennington and Brixton sub-command areas and working to bring in new members, including creating youth forums within wards.

(b) Developing the **Brixton Sentinel** initiative as a new model of devolved neighbourhood working, initially in the immediate town centre area, with a focus this year on:

- challenging **drug dealing** in the Brixton Rd and Brixton Market areas;
- further use of **ASB and dispersal powers** to protect residential areas in the vicinity of the town centre;
- targeted action for the area in and around **Southwyck House** in the run up to the opening of the new temporary Academy in the area;
- implementation of the **Community Safety Management Plan** to support the first phase of **Brixton Central Square** development;
- additional public realm improvements linked to TfL-led works on **Brixton Road**.

(c) **Tackling Anti-Social Behaviour:**

- Introducing the **Anti-Social Behaviour Hotline**, initially available Monday to Friday, to tackle under-reporting of ASB and to enable a more efficient flow of information to the ASB teams.

- Implementing a new **ASB database and case management system** and adding a dedicated lawyer to the ASB team in Community Safety to improve the effectiveness of ASB working across the Partnership.

- Working with the Youth Offending Service to **prioritise the youngest offenders** (8-13 years) by offering Acceptable Behaviour Contracts and enhanced support and by employing an ASB support worker in the Youth Offending Service.

(d) **For robbery**, the emphasis in our work has been on enforcement, but this year we wish to raise the profile of prevention. As most offenders, and victims, for this crime category are under 17, we will work closely with schools in the borough on a targeted initiative to tackle **school related robbery** and safer routes to and from school.
(e) Introducing enhanced measures for Prolific and other Priority Offenders including employment/upskilling initiatives with local employers, additional pre-employment preparation courses and an army run four week training camp to provide a disciplined environment for adult PPOs.

(f) Commence roll out of full digital CCTV coverage across the borough and implement a new flexible CCTV pilot initiative for Brixton Town Centre linked to the Sentinel neighbourhood pilot scheme.

(g) Reviewing environmental enforcement activity to implement an enhanced on-street presence working closely with Safer Neighbourhood Teams.

(h) Implementing a public convenience strategy in Clapham and Brixton to address hygiene issues caused by anti-social behaviour.

(i) Introducing neighbourhood patrols by fire fighters to identify and remove fire risks in public areas.

The success measures for this priority

8.11 Based on the findings of the Strategic Assessment, we are proposing the following indicators selected from NIS and APACS:

- NI 16: serious acquisitive crime
- NI 17: perceptions of ASB
- NI 18: adult re-offending rate
- NI 21: dealing with concerns about ASB
- NI 22: parents taking responsibility for their children
- NI 30: re-offending rate of PPOs
- NI 195: improved street and environmental cleanliness

Linked plans and strategies

8.12 Key plans and strategies produced by the agencies represented on the Safer Lambeth Partnership that are relevant to or support achievement against this priority include:

- Safer Lambeth – Anti-Social Behaviour Strategy
- Home Office – National CCTV Strategy
- Safer Lambeth – CCTV Strategy
- LBL – Lambeth Housing Strategy
9. Delivery and performance – making it happen

9.1 The high aspirations embodied in the priorities of this Partnership Plan must not be let down by a failure to ‘make things happen’. Public confidence and trust depends on the Partnership being able to demonstrate achievement against the aims and objectives of the Plan.

9.2 In the latter half of 2007, three events have helped to shape our perspective about the way forward for the further development of the Safer Lambeth Partnership.

9.3 Firstly, in September 2007 the Home Office published a guide to effective partnership working, “Delivering Safer Communities” Following the new regulations that established statutory Strategic Assessments and Partnership Plans, the guidance lays down six ‘hallmarks’ for effective partnership working by CDRPs:

- Empowered and effective leadership
- Intelligence led business process
- Effective and responsive delivery structures
- Engaged communities
- Visible and constructive accountability
- Appropriate, skills and knowledge

9.4 Secondly a ‘Partnership Health Check’ was conducted by the Community Safety Division between March and July in 2007. Based on a set of interviews with partner representatives and senior council managers and five focus groups of officers from the police and Community Safety Division. The aim was to consider the views and concerns of the major stakeholders in the Partnership against the six hallmarks and assess the key issues for change.

9.5 The Health Check found significant confidence in the SLP leadership but limitations to the way the partnership works and a need to:

- adapt our working practices to jointly commission action to join up activities
- improve information sharing with greater clarity of datasets required to strengthen evidence led decision making and assist in the measurement of the impact of action taken
- more closely align partner service plans and strategies
- focus more on neighbourhoods, building on community involvement in informing the priorities for action
- build on the enthusiasm across the partnership to work more closely together and realise the strong will to succeed

9.6 The health check findings have been used to inform the development of the Safer Lambeth Partnership as it refines governance, intelligence led business processes and delivery structures; increasing community involvement in local problem solving and scrutiny of partnership working by local people.
Finally, in September 2007, an Audit Commission inspection of community safety and the wider Partnership was held. The Audit Commission concluded that the Council and its partners are delivering a ‘good’ service that has ‘promising prospects’ for improvement and made three key recommendations for future improvement:

(a) To further develop links between the proposed Civic Assemblies, Safer Neighbourhood Panels and the Community, Police Consultative Group (CPCG).

(b) To develop mechanisms to identify fear of crime at ward and neighbourhood level and assess the impact of specific initiatives on reducing the fear of crime.

(c) To establish mechanisms to better identify costs of initiatives and outcomes so as to more accurately assess value for money.

**Next steps on the journey to excellence**

The Audit Commission inspection confirms that Safer Lambeth has achieved much in recent years. In particular, it has overseen significant reductions in crime and offending in Lambeth. However, the challenges ahead, outlined in the rest of this Plan, require the Partnership to step to the ‘next level’ in terms of its ability to deliver further improvement.

Today, Safer Lambeth is a ‘good’ partnership, but, within three years, we are committed to receiving an ‘excellent’ rating. To achieve this, the Partnership will need to address the following:

(a) **Leadership and governance** – ensuring a robust strategic direction with accountable leadership and effective partnership working between the stakeholders.

(b) **Intelligence-led working** – ensuring strategy and operations are always evidence based and soundly related to the latest research and information; ensuring that intelligence is accurate and supportive of operational needs.

(c) **Community engagement** – ensuring the Partnership is ‘community focused’ in its work and that its priorities remain rooted in the needs and expectations of all those who live and work in Lambeth.

(d) **Neighbourhood working** – responsive services need to be located close to the people they serve. Much of the picture of crime and offending revealed by our Strategic Assessment relates to issues which are highly localised and which need to be addressed within neighbourhoods. The challenge is to build on the Safer Neighbourhoods initiative and to further devolve services while maintaining accountability.

(e) **Performance management** – ensuring that strategic and operational leadership occurs within a managed environment with clear targets for improvement related to robust measures of performance with effective feedback and monitoring to inform future decision making.

(f) **Value for money** – ensuring the ‘3-es’, economic, efficient and effective lie at the heart of the Partnership’s decision making and service delivery with resources mobilised to invest in the capacity of the Partnership to deliver on its priorities.
The objectives for achieving delivery

9.10 Over the next three years, our key objectives for ensuring that Safer Lambeth is ‘fit for purpose’ as a CDRP able to achieve change include:

(a) Publishing a detailed Delivery Plan with specific targets for measurable improvement against the priorities of this Plan.

(b) Achieving a formal rating of ‘excellent’ for the Partnership.

(c) Putting in place streamlined and more effective strategic leadership and governance arrangements for the Partnership.

(d) Building on Safer Neighbourhoods as the key delivery level for much of our agenda for change.

(e) Reviewing and reforming funding arrangements in order to deliver new investment in the Partnership’s capacity to deliver improvement.

Commitment to action

9.11 Over the next 12 months we will institute the following key reforms of the Partnership and its working in order to improve effectiveness and capability to deliver the strategic objectives and improved performance indicators contained in this Partnership Plan.

(a) Leadership and governance

- Strengthen governance, aligning current Joint Action Groups (JAGs) to the five strategic priorities and adjust the membership of the SLP Executive to support effective and responsive delivery

- Publish a written constitution for Safer Lambeth including:
  - Our mission
  - Clear leadership/ownership of priorities for action
  - Introduction of the National Intelligence Model\(^\text{20}\) (NIM)
  - A clear strategic vision

  The constitution will include a statement of roles and responsibilities, an outline of what specific partners bring to the SLP and add clarity on statutory responsibilities

(b) Intelligence-led working

- Establish a Partnership Tasking Coordination Group (P-TAC) to provide cross service coordination for operational and service managers in support of rapid and flexible responses to address specific problems.

- Create a Partnership Information Unit – a partnership resource; a multi-agency information/intelligence unit; establishing a project team of Designated Liaison Officers from each key service to take the unit forward.

\(^{20}\) The National Intelligence Model is a cooperative approach to policing involving joint working with other public service agencies. Sharing information to develop solutions to local problems; deploying resources based on understanding the causes and effects of crime and ASB incidents.
• **Market Successes** – improve understanding of ‘what works’ and promote the results of action taken

• **Improving information sharing** on key local issues in specific neighbourhoods, adopting SMART indicators and active feedback channels to local people.

(c) **Community engagement**

• Improving the effectiveness of community involvement in problem solving; working with colleagues in the borough’s Strategic Partnership, Lambeth First, to engage in mapping of cross partnership community consultation to avoid duplication of action and avoiding “consultation fatigue” among local people.

• Redesign and re-launch the Safer Lambeth website to provide information and news and enable interactive communications with Lambeth residents.

• Implement a Partnership Community Consultation Group to provide a community-led forum for residents, groups and businesses to engage with the statutory providers and address issues related to the implementation of the priorities and objectives of the Partnership Plan.

(d) **Neighbourhood working**

• Develop real delivery, accountability and impact – **co-located multi-agency teams** within neighbourhoods contributing to local problem solving and tactical tasking - (proposals aligned to neighbourhood management and implemented in the selected model areas)

(e) **Performance management**

• Reviewing the performance management framework, defining clear accountabilities and introducing a simple ‘dashboard’ to inform the SLP of progress and impact of interventions.

• Develop and implement a Partnership Risk Register for Safer Lambeth to enable the identification, evaluation and management of risks relating to the delivery of the Partnership Plan and the wider work of the Partnership.

• **Align partnership financial and service planning** including timetabling of the annual Strategic Assessment and Partnership Plan, ensuring clarity of process and understanding among partners of SLP priorities

(f) **Value for money**

• Carry out a full review – “**Investing in Partnership**” – of the funding, budgeting and value for money of all public service provision relevant to crime reduction in Lambeth and publish recommendations for reform.

• Adopt the the “**Strategic Compass**” – a new VfM framework providing a graphical interface to reference the relationship between cost and performance that will enable a quarterly monitor of the Partnership’s progress against the 3-e’s of economy, efficiency, effectiveness.
APPENDIX 1: Safer Lambeth Performance Indicators, 2008-11

Using the framework of the Strategic Assessment, Safer Lambeth has adopted the following indicators selected from the National Indicator Set and the APACS indicator set. These measures offer robust, nationally approved benchmarks by which the Partnership can measure progress and achievement against the five Partnership Priorities. Also indicated, where relevant, is when an indicator is included in Lambeth’s new Local Area Agreement.

<table>
<thead>
<tr>
<th>Priority/Indicators</th>
<th>Definition/Rationale</th>
<th>LAA</th>
<th>NIS</th>
<th>APACS</th>
</tr>
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<tbody>
<tr>
<td>(1) REDUCE SERIOUS VIOLENT CRIME</td>
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<tr>
<td>NI 15: serious violent crime rate/ most serious violence</td>
<td>This measures the number of recorded most serious violent crimes (homicide, attempted murder, wounding, GBH, causing death by dangerous/careless driving, causing death by aggravated vehicle taking) per 1000 population. It is our key success measure for this priority as it benchmarks the ‘overall picture’ for serious violent crime. However, measurement of NI 15 during 2008/9 will be problematic as the Home Office is redefining the boundary between ABH and GBH offences. Therefore, a baseline measure for NI 15 will be established during 2008/9, with monitoring of performance taking place thereafter.</td>
<td>✓</td>
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<tr>
<td>NI 20: Assault with injury</td>
<td>This measures ‘assaults with less serious injury’ including actual bodily harm and other injury and racially or religiously aggravated actual bodily harm and other injury. It is included to provide a picture of violence at the lower end of the spectrum and provides a useful proxy for alcohol-related offending.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>NI 28: serious knife crime</td>
<td>This measures the number of recorded serious violent knife crimes (ie. threats, attempts and stabbings involving knife or other sharp instrument) per 1000 population. This is a subsidiary indicator to the headline gun crime rate, above, giving an overall picture for ‘weapon enabled offending’ in the borough.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>NI 29: gun crime rate</td>
<td>This measures the number of recorded offences (such as violence, robbery, burglary and sexual offences) in which guns are used (ie. used as a threat, a blunt instrument or fired) per 1000 population. This measure is included as the high level of gun enabled violence in the borough is a particular concern of the Partnership.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>NI 32: domestic violence, victimisation</td>
<td>This measures repeat incidents of domestic violence (incidents recurring within 12 months of the original incident) for high risk victims of domestic violence referred to the Multi-Agency Risk Assessment Conference (MARAC). This indicator is proposed as the percentage reduction in repeat victimisation for those domestic violence cases being managed by a MARAC. This indicator is included as a subsidiary measure to the headline serious violent crime rate, above, as the Partnership wishes to prioritise action by police and other partners on protecting the most vulnerable victims from serious harm. Domestic violence (DV) victims currently have the highest level of repeat victimisation, often with the severity of incidents escalating over time.</td>
<td>✓</td>
<td>✓</td>
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</table>
### (2) REDUCE HARM CAUSED BY PROBLEMATIC DRUG USE AND ALCOHOL CONSUMPTION

<table>
<thead>
<tr>
<th>Priority/Indicators</th>
<th>Definition/Rationale</th>
<th>LAA</th>
<th>NIS</th>
<th>APACS</th>
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</thead>
<tbody>
<tr>
<td>NI 40: drug users in effective treatment</td>
<td>This indicator shows the change in the total number of drug users, using crack and/or opiates recorded as being in effective treatment, (ie. in treatment 12 weeks or more after admission) compared to the number for the baseline year of 2007/8. This important indicator focuses attention on meeting both the demand for and the effectiveness of drug treatment and reinforces the gains made in the last drug strategy in improving the capacity and the quality of drug treatment. Progress on this indicator will have a wider impact on ill health, crime and social cohesion.</td>
<td>✓</td>
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<tr>
<td>NI 41: perception of drunk rowdy behaviour</td>
<td>This is a public perception measure derived from the new Place Survey and the British Crime Survey (BCS). It will provide a headline benchmark as to whether police and local authority activity is succeeding in addressing the most public and visible form of alcohol misuse.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>NI 42: perception of drug use or dealing as a problem</td>
<td>This is a public perception measure derived from the new Place Survey and the British Crime Survey (BCS). It is proposed as our headline drugs indicator as it has the capacity to bring together all aspects of the new drugs strategy and to provide an assessment whether the Partnership’s activities on drug enforcement and treatment are achieving positive outcomes reflected in changing public perceptions. It also provides a useful assessment of the Partnership’s effectiveness in community reassurance through campaigning and publicity in relation to drug dealing and misuse.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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### (3) SUPPORT YOUNG PEOPLE

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<tr>
<th>Priority/Indicators</th>
<th>Definition/Rationale</th>
<th>LAA</th>
<th>NIS</th>
<th>APACS</th>
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</thead>
<tbody>
<tr>
<td>NI 19: youth re-offending rate</td>
<td>This measures the average number of re-offences per young person (aged 10 to 17) for a cohort of young offenders tracked for 12 months to see if they re-offend. This indicator is included for this priority as the basic success measure as to whether the Partnership is succeeding in reducing youth offending. This indicator cross-references to the Violent Crime priority, see para.4.9(b), above</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>NI 45: young offenders in ETE</td>
<td>This measures the proportion of young offenders aged 10 to 17 who are actively engaged in education, training or employment (ie. at least 25 hours of ETE in the last full working week of a court order served on a young offender). This measure is proposed by the Partnership as its headline youth offending indicator because young offenders’ engagement in education, training and employment is a key protective factor against re offending, and key outcome for young people by itself. It also provides a strong indication of the effectiveness of the Youth Offending Service and the wider partnership arrangements with education authorities and other providers</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>NI 111: first time youth offending</td>
<td>This measures the number of ‘first time entrants’ to the Youth Justice System, ie. 10 to 17 year olds receiving their first substantive outcome (reprimand, final warning, court disposal). This is a key measure of the effectiveness of interventions and activities to deter and prevent youth offending.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>NI 115: substance misuse by young people</td>
<td>This indicator is designed to measure progress in reducing the proportion of young people in Lambeth frequently misusing substances; ie. 10 to 15 year olds reporting regular use within the last four weeks of harmful substances including drugs and alcohol. This measure is included as the Partnership is concerned with young people in Lambeth becoming involved in risky behaviours which may, in turn, become linked to offending behaviour</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>Priority/Indicators</td>
<td>Definition/Rationale</td>
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<tr>
<td><strong>(4) SUPPORTING MORE COHESIVE &amp; RESILIENT COMMUNITIES</strong></td>
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</tr>
<tr>
<td>NI 1: Perceptions of people from different backgrounds getting on</td>
<td>This is a perception measure to be taken from the new Place Survey and measures the proportion of respondents who believe that “people of different backgrounds get on well together” in their local area. This indicator is proposed by the Partnership as the borough’s main measure of community cohesion.</td>
<td></td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>NI 2: Perception of people who feel that they belong to their neighbourhood</td>
<td>This is a perception measure to be taken from the new Place Survey and measures the proportion of respondents who feel that they belong to their neighbourhood. This indicator is proposed by the Partnership as a sense of belonging to one’s neighbourhood is a key indicator of a cohesive society.</td>
<td></td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>NI 4: Percentage of people who feel they can influence decisions in their locality</td>
<td>This is a perception measure to be taken from the new Place Survey and measures the proportion of respondents who feel that they can influence decisions in their locality. This indicator is proposed by the Partnership as a measure of ‘community empowerment’ by indicating the extent to which residents feel able to influence local decision making.</td>
<td></td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>NI 35: building resilience to violent extremism</td>
<td>This indicator is based on an assessment framework designed to evaluate the effectiveness of police and partnership working to tackle violent extremism on a 1-5 scale against four key criteria:</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>• Understanding of, and engagement with, Muslim communities;</td>
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<td>• Knowledge and understanding of the drivers and causes of violent extremism;</td>
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<td>• Development of a risk-based preventing violent extremism action plan;</td>
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<tr>
<td>• Effective oversight, delivery and evaluation of projects and actions.</td>
<td>The Partnership are proposing this indicator as the key headline measure for this priority as it links to the most pressing current issue of local and national concern, namely the need to challenge and prevent terrorist attacks.</td>
<td></td>
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<tr>
<td>NI 36: protection against terrorist attack</td>
<td>This is a risk assessed measure to evaluate the vulnerability of crowded places in the borough to terrorist attack. ‘Crowded places’ are defined as locations or environments to which members of the public have access that may be considered potentially liable to terrorist attack by virtue of their crowd density; for example, pubs, clubs, shopping centres and sports stadia. Risk assessments will be carried out to identify and prioritise crowded areas assessed on a scale of 1 (low) to 5 (very high) vulnerability. The use of this measure will enable police, local authorities and central Government, for the first time, to measure progress in reducing the vulnerability of crowded places to terrorist attack</td>
<td></td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Priority/Indicators</td>
<td>Definition/Rationale</td>
<td>LAA</td>
<td>NIS</td>
<td>APACS</td>
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<tr>
<td>(5) SUPPORT SAFER, MORE RESPECTFUL NEIGHBOURHOODS</td>
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<tr>
<td>NI 16: serious acquisitive crime</td>
<td>This measures the number of serious acquisitive crimes (burglary, robbery, theft of or from a vehicle and aggravated vehicle taking) per 1000 population. The Partnership is proposing this measure as the headline indicator for ‘community/neighbourhood crime’.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>NI 17: perceptions of ASB</td>
<td>This is a perception measure to be taken from the new Place Survey and measures the proportion of respondents who think that ASB is a problem in their areas. This is an important subsidiary indicator to “Dealing with concerns about ASB”, above and provides an additional indication of public concerns regarding offending within neighbourhoods</td>
<td></td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>NI 18: adult re-offending rate</td>
<td>This measures the proportion of adult offenders (aged 18 and over) on the Probation caseload who are proven to have re-offended within three months from the month the snapshot was taken, compared with the predicted proportion of proven re-offenders for that Probation Area and Local Authority. This indicator is subsidiary to the headline youth re-offending rate, above</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>NI 21: dealing with concerns about ASB</td>
<td>This is a perception measure to be taken from the new Place Survey and measures the proportion of respondents who feel the council and police are dealing with local concerns about anti-social behaviour and crime. The Partnership is proposing this measure as the headline indicator for community confidence in ‘neighbourhood policing’ in the widest sense</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>NI 22: parents taking responsibility for their children</td>
<td>This is a perception measure to be taken from the new Place Survey and measures the proportion of respondents who think that ‘parents not taking responsibility for their children’ is a problem in their area. This subsidiary measure is included as recent Residents’ Surveys have highlighted resident concerns regarding the parenting of children and linkage with anti-social behaviour.</td>
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<td>✓</td>
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<tr>
<td>NI 30: re-offending rate of PPOs</td>
<td>This measures changes in convictions for PPOs over a 12 month period compared to previous years to see if they are becoming more or less likely to re-offend. This is a headline indicator to assess the Partnership’s effectiveness in managing this key group of Prolific and other Priority Offenders</td>
<td></td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>NI 195: improved street and environmental cleanliness</td>
<td>This measures the percentage of relevant land and highways that is assessed as having deposits of litter, detritus, fly-posting and graffiti that fall below and acceptable level. This indicator is included as the key measure of quality in the public realm and reflects the Partnership’s concern that a poor quality public realm may contribute to higher levels of crime and offending</td>
<td></td>
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<td>✓</td>
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</table>
APPENDIX 2: Safer Lambeth future strategic planning process

A key challenge for the Partnership will be how to attain alignment between the new annual Strategic Assessment/Partnership Planning process and the activity/financial planning cycles of the five ‘responsible authorities’ represented in Safer Lambeth. We are proposing a strategic planning process shown in the diagram, below, for further discussion across the Partnership and agreement on a way forward during 2008.

- **March:**
  - Partnership Plan agreed at Cabinet and SLP Board
  - Partnership Plan to Lambeth First
  - Budgets agreed

- **February:**
  - Q3 performance report to SLP Board
  - Actions agreed for underperformance
  - Redraft of Partnership Plan

- **January:**
  - Partnership Plan draft for consultation
  - Community engagement activity

- **October:**
  - Borough Residents’ Survey
  - Strategic Assessment – key recommendations published
  - Community engagement activity

- **November:**
  - Q2 Performance report to SLP Board
  - Strategic Assessment – SLP adoption of key recommendations
  - Draft budgets, alignment with SA

- **December:**
  - Q1 Performance report to SLP Board
  - Strategic Assessment – SLP adoption of key recommendations
  - Draft budgets, alignment with SA

- **January:**
  - Partnership Plan draft for consultation
  - Community engagement activity

- **February:**
  - Q3 performance report to SLP Board
  - Actions agreed for underperformance
  - Redraft of Partnership Plan

- **March:**
  - Partnership Plan agreed at Cabinet and SLP Board
  - Partnership Plan to Lambeth First
  - Budgets agreed

- **April:**
  - Partnership Plan – ratification by Council and publication
  - JAG Action plans published
  - Community engagement activity

- **May:**
  - Comprehensive Area Assessment – outturn report to SLP Board
  - Q4 performance report to SLP Board

- **June:**
  - Publication of Safer Lambeth Annual Report
  - Annual Strategic Assessment begins

- **July:**
  - Strategic Assessment Interim Report
  - Budget Review processes and bids
  - Q1 Performance report to SLP Board
  - JSNA published

- **September:**
  - Annual Strategic Assessment concluded
  - Half yearly service
  - Partnership Plan refresh begins
APPENDIX 3: Lambeth Safer Neighbourhoods – priorities

Safer Neighbourhood Panels, consisting of community representatives, have been set up in each of Lambeth’s 21 wards. Panels are asked to approve a small set of policing priorities reflecting local concerns which are updated from time to time as circumstances change.

NORTH/KENNINGTON/STOCKWELL:

Bishops
- Rough Sleeping,
- Drugs issues on Tanswell Estate,
- ASB on the South Bank (including skateboarding)

Princes
- Vauxhall garden drugs.
- Youth ASB on Vauxhall Garden Estate
- Motor Vehicle crime

Oval
- Youth Gangs on Kennington Estate
- Melbury House – problematic drug address
- Mawbey Brough Estate ASB

Vassall
- Paulet Road – ASB, gathering of youth and large number of dogs
- Crack house closure – identify the top 2 most problematic premises
- Public realm ASB on Myatts Field North

Clapham Town
- Drugs Misuse Charles Barry Close
- Public Realm issues relating to licensed premises
- Cedars Road – St Mungo’s hostel drugs misuse

Larkhall
- Licensed premises
- Crime on Springfield Estate,
- Larkhall Park drug dealing/drugs misuse
- Café Estrella-rowdy behaviour and after hours drinking

Stockwell
- Stockwell Tube – ASB rowdy behaviour
- Heman Street – area behind Wandsworth Road – fly tipping and ASB

As of April 2008. SN Panels periodically revise their 3 policing priorities to take account of changing circumstances at the ward level.
CENTRE/BRIXTON/TULSE HILL:

Brixton Hill
- Prostitution pan ward
- Dog fighting
- Burglary

Coldharbour
- ASB and drug dealing in Southwyck House
- Dispersal zone
- Dangerous dogs

Clapham Common
- Street crime
- Youth engagement
- Residential burglary

Ferndale
- ASB on Stockwell Park estate
- Youth and hard to reach communities
- Burglary

Herne Hill
- Herne Hill BR and bus interchange for youth crime
- Motor vehicle crime around Ruskin park
- Burglary

Thornton
- Burglary – pan ward
- ASB and gangs on Poynders estate and Cotton and Angus House
- Robbery of person specifically along Immanuel Road (commuter route from Balham BR and tube stations)

Tulse Hill
- Prostitution around Josephene Avenue
- ASB on Cressingham Gardens
- Drugs on St.Mathews estate
SOUTH/STREATHAM/NORWOOD:

Streatham Wells
- Anti-Social Behaviour, in and surrounding Albert Carr Gardens, SW16.
- motor vehicle crime (Non Specific) Woodleigh Gardens, SW16.

Knights Hill
- Burglary
- ASB in York Hill & Norwood Rd

Gipsy Hill
- motor vehicle Crime
- Street Robbery
- ASB related behaviour

Streatham South
- Residential Burglary
- Robbery
- motor vehicle Crime
- ASB youth / street drinkers

Thurlow Park:
- General ASB / around Tulse Hill Train Station
- ASB / Youth & Street drinkers (Peabody Dispersal Zone)
- motor vehicle Crime
- Street Robbery – Trinity Rise & Brockwell Park Gardens

St Leonard's:
- Burglary
- motor vehicle crime
- ASB Streatham Green & St Leonard's

Streatham Hill:
- ASB in Palace Rd, Hillside, and Killieser Avenue.
- Cycling on pavements
- Street robberies on Streatham Hill
Do you have a comment about the Safer Lambeth Partnership Plan?

Please contact:

Lambeth Community Safety Division
205 Stockwell Road
London
SW9 9SL
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Standards Committee 1 July 2008

Council 9 July 2008

Draft Officer Code of Conduct

All Wards

Report authorised by: Director of Legal & Democratic Services: Mark Hynes

Executive summary

To advise Standards Committee of the revised draft Code of Conduct for Officers and to recommend that the same be adopted by the Council at its July meeting (9 July 2008) for inclusion in Part 5 of the Council’s Constitution, subject to any revisions recommended by Standards Committee.

Summary of financial implications

There are no financial implications.

Recommendations

Standards Committee

(1) That the contents of the revised draft Code of Conduct for Officers as appended to this report be considered and Council recommended to adopt the revised Code with any amendments which it considers are necessary.

Council

(1) That the revised Code of Conduct for Officers be adopted.
Consultation

<table>
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<th>Directorate or Organisation</th>
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<th>Date response received from consultee</th>
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<td>Nana Amoa-Buahin</td>
<td>Divisional Director of Human Resources</td>
<td>09.06.08</td>
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<tr>
<td>Derrick Anderson</td>
<td>Chief Executive</td>
<td>09.06.08</td>
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<tr>
<td>Mark Hynes</td>
<td>Director of Legal and Democratic Services</td>
<td>09.06.08</td>
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<tr>
<td>Frank Higgins</td>
<td>Finance and Resources</td>
<td>09.06.08</td>
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Entered in Consultation and Events Diary?

No

Report history

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<th>Report deadline:</th>
<th>Date report sent:</th>
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</table>

Report author and contact for queries:

Alison McKane, Senior Employment Lawyer
020 7926 2353 amckane@lambeth.gov.uk

Background documents

- A Model Code of Conduct for Local Government Employees – A Consultation Paper

Appendices

- Appendix 1 - Revised Code of Conduct for Officers
- Appendix 2 - Lambeth Trade Union Comments & Management Response
Draft Officer Code of Conduct

1. Context

1.1 Standards Committee considered the draft Officer Code of Conduct at its meeting in January 2008 and various recommendations were made in relation to the contents of the Officer Code. In particular Standards Committee requested that the Code be developed more fully to cover the proper conduct of officers who work on outside bodies.

1.2 The draft code has been revised in the light of the comments made by Standards Committee and the Code now contains detailed guidance in paragraph 10 in relation to the membership of outside bodies.

1.3 The Draft Officer Code of Conduct was considered by Corporate Committee at its meeting in May 2008 and the Committee was satisfied with the contents of the Code subject to the inclusion of reference to civil partnerships at paragraph 2.5 within the definition of “relatives”. This comment has now been incorporated into the draft Officer Code.

2. Proposals and reasons

2.1 Section 82 of the Local Government Act 2000 provides that the Secretary of State may issue a Code of Conduct for local government employees and that the conditions of employment of every employee are to be deemed to incorporate any Code for the time being applicable.

2.2 A draft Model Code of Conduct for Local Government Employees was issued by the Secretary of State in August 2004 and has been consulted on but no final Model Code has yet been issued.

2.3 The draft Code of Conduct for Officers has been prepared based on the principles in the model code and the draft Code is attached as Appendix 1.

2.4 The draft Code has been the subject of consultation with the Council’s recognised trade unions and was on the agenda for discussion at the Joint Strategy Forum on 5th June 2008. The only outstanding issue in relation to the trade union consultation relates to the requirement at paragraph 4 of the draft Code of Conduct, for officers to declare not only convictions and bind overs received during the course of their employment to their line managers at the earliest possible opportunity, but also any cautions received. There is attached at Appendix 2 a copy of the Trade Union submissions to the JSF in regard to this issue and management’s response. Whilst officers consider that the inclusion of a requirement to disclose cautions is a reasonable requirement, it has been agreed that this issue should be considered by members of the Standards Committee and that their recommendations should be taken into account in any decision on this issue.
3. Comments from Executive Director of Finance & Resources

3.1 There are no financial implications.

4. Comments from Director of Legal and Democratic Services

4.1 The terms of reference of the Standards Committee, as set out in Article 9 of the Council’s Constitution, include the monitoring of the Officers Code of Conduct to ensure consistent application and enforcement Council-wide.

4.2 The Divisional Director of Human Resources has delegated authority to approve the Council’s employment policies and all changes thereto, in consultation with the Chief Executive.

5. Results of consultation

5.1 The draft Code has been fully consulted on with the Council’s recognised trade unions.

6. Organisational implications

6.1 Risk management:
   None.

6.2 Equalities impact assessment:
   Not applicable.

6.3 Community safety implications:
   None.

6.4 Environmental implications:
   None.

6.5 Staffing and accommodation implications:

6.5.1 The draft Code, when adopted, will apply to all Lambeth employees. Contractors, consultants and agency staff working within the Council will also be expected to abide by the standards and principles set out in the Code.

6.5.2 The Code will be incorporated into all employees’ terms and conditions of employment.

6.6 Any other implications:
   None.

7 Timetable for implementation
7.1 Following consideration by Standards Committee, the draft Code of Conduct will be approved by the Divisional Director of Human Resources under her delegated authority before adoption by the Council at its meeting on 9 July 2008 for inclusion in Part 5 of the Council’s Constitution.
Code of Conduct

Document Control

Author:
1. Introduction

1.1 This code of conduct applies to all Lambeth employees. Contractors, consultants or agency staff working with the Council will be expected to abide by the standards and principles set out in the code.

1.2 The Code is not designed to act as a prescriptive list of expected standards of behaviour, but serves to provide general guidance on how to ensure that actions and behaviour are consistent with the Council’s FRESH values and the high standard of conduct required in maintaining public confidence in the services Lambeth provides.

1.3 The Council expects all its employees, and those engaged on its behalf, to conduct themselves in a professional and lawful manner. The Council expects all employees to abide by the following core principles:
1.4 **Honesty, Integrity, Impartiality and Objectivity**
- Employees must perform their duties with honesty, integrity, impartiality and objectivity

1.5 **Accountability**
- Employees must be accountable to the authority for their actions

1.6 **Respect for Others**
- Employees must treat others with respect and must not unlawfully discriminate against any person

1.7 **Stewardship**
- Employees must use any public funds entrusted to or handled by them in a responsible and lawful manner
- Employees must not make personal use of Council property or facilities unless authorised to do so

1.8 **Personal Interests**
- Employees must not allow personal interests to conflict with the Council’s service provision

1.9 **Registration of Interests**
- Employees must comply with the Council’s rules in relation to registering interests and declaring gifts or hospitality received. [Insert link here]

1.10 **Reporting procedures**
- Employees must not treat colleagues less favourably because they have or because they intend to take action under any of the Council’s reporting procedures, for example under the whistleblowing policy

1.11 **Openness**
- Employees must not disclose information given to them in confidence, or any information acquired of a confidential nature, without the express consent of a person authorised to give it, unless they are required to do so by law
- Employees must not prevent anyone from gaining access to information to which they are entitled by law.

1.12 **Management of Staff**
- Employees who are involved in making appointment or any decisions relating to discipline, promotion, pay or conditions of another employee or prospective employee must take these decisions fairly and impartially.
  - Where an employee has any relationship with an employee or a prospective employee, which may cast doubt on their impartiality, they should seek advice from their line manager.

1.13 **Duty of trust**
- Employees must act in accordance with the trust that the public is entitled to place in them

1.14 The standards of conduct as set out in this code may also extend to your conduct outside work. Employees have the right to undertake private commitments or activities outside of work, if they so wish. However, where these activities may give rise to a
possible conflict of interest or could potentially have an adverse affect on their employment with the Council, they should declare these activities to their line manager.

1.15 The Council reserves the right to take action against any employee whose actions and/or behaviour, inside or outside work could reasonably be regarded as bringing the Council into disrepute.
2. Management of staff

2.1 Lambeth Council expects integrity and honesty from its employees and prospective employees at all times. Supplying false information or documents, or attempting to deliberately mislead an interview panel, could result in disciplinary action being taken against you and may lead to dismissal.

2.2 Applicants for posts should not approach or attempt to influence officers or elected Members outside of the normal recruitment process. Any such attempt will lead to disqualification from the recruitment process and/or disciplinary action. Canvassing of elected Members of the Council will not be tolerated.

2.4 Where an employee is working in a line management relationship with someone who is or becomes a relative, they must declare this to their line manager. For the purpose of this Code ‘relative’ includes:

- Spouse/partner
- Parent/parent-in-law
- Son/step son
- Daughter/step daughter
- Brother/sister
- Grandparent
- Grandchild
- Uncle/Aunt
- Nephew/niece
- Child of a partner

2.5 Relatives will also include the spouse, civil partner or partner of any persons named above.

2.6 You will be required to provide up to date contact details, which will be kept on your personnel records. As an employee of the Council you are responsible for ensuring that the Council always holds up to date contact details for you and your next of kin.

3. Working with vulnerable clients

3.1 The Council takes very seriously its responsibilities towards the disadvantaged and vulnerable members of the community, in particular children, older persons and disabled persons.

3.2 Council employees are expected to take additional care in dealing with the more vulnerable members of the community and must therefore do nothing which may:

- damage public confidence in your motives
- damage public confidence in your integrity as an employee
- bring the Council into disrepute.

3.3 The Council has a legal obligation under the Protection of Children Act 1999 and the Care Standards Act 2000 to carry out checks for convictions, whether spent or not, where we propose to offer an individual a position working with vulnerable persons. This obligation also extends to existing employees who are moving into such a post.

3.4 Employees, whose employment is subject to a Criminal Records Bureau (CRB) disclosure, will be required to renew their CRB disclosures on a three-yearly basis to ensure that the Council are complying with its obligation to safeguard its vulnerable client group. Employees are also required to renew any other membership to a
professional body that is a specific requirement of their job, for example, membership with the General Social Care Council (GSCC).

3.5 Failure to comply with a management/HR request for CRB renewals, or any other professional membership renewal, may be considered a disciplinary offence and will be dealt with under the Council’s disciplinary procedure. Where this occurs, employees may also be suspended from their duties.

4 Disclosure of criminal convictions

4.1 Employees are required to declare any convictions, cautions or bind over received during the course of their employment to their line manager at the earliest possible opportunity. Failure to do so, for whatever reason, may be regarded as gross misconduct under the Council’s disciplinary rules.

5 Respect for others

5.1 The Council demands a very high standard of conduct from all its employees at all times, particularly when interacting with colleagues and members of the public. Language or behaviour that is rude, offensive, threatening, violent or abusive will not be tolerated from any employee.

5.2 Members of the public have the right to expect courtesy and co-operation at all times. As a Council employee you must:
- treat others with respect
- not discriminate unlawfully against any person and
- treat members and co-opted members of the authority professionally

5.3 If you are an employee who is in receipt of any of Lambeth’s services, you should not expect or seek preferential treatment in the event of any enquiry about any service(s) provided to you by the Council.

5.4 Employees must not improperly use any information gained in the course of their employment for their personal gain or to advantage or disadvantage anyone known to them.

6 Equalities in employment

6.1 Employees are expected to conduct themselves in line with the Council’s Zero Tolerance Statement, which outlines the council commitment to eliminate harassment or discrimination on the grounds of race, gender, sexual orientation, disability, age, religion or any other factor.

7 Accountability

7.1 All employees of the Council are expected to work diligently and to contribute positively to the daily tasks of the Council in the provision of services to Lambeth’s residents. You must therefore undertake your duties as outlined in your job description to the best of your ability and must abide by the terms of your contract of employment. You must comply with all legitimate instructions from your manager and with all operational procedures and regulations.

7.2 As an employee you are accountable to the Council for your actions.
7.3 If you are a manager you will be responsible for setting an example to employees in the application of this code. You must ensure that you familiarise yourself with all the Council’s employment policies and procedures and apply them in a non-discriminatory way. You will be responsible for communicating expected standards of conduct to the employees in your work area, advising them of any particular rules which may apply.

8 Writing & speaking to the public/media/other agencies

8.1 Employees must not make any public statement on behalf of the Council or engage in communication with the media in regard to any employment or service matter, without the express consent of their Divisional Director. All enquiries from the press must be referred to the Press Office.

8.2 Only Managers and HR officers may provide an employment reference on Council headed paper. If an employee provides a personal reference for a colleague or former colleague they must make it clear that they are doing so in a personal capacity only. Further details on providing references can be found in the Council’s reference policy.

9. Health and safety

9.1 Responsibilities

9.1.1 All employees have a responsibility, under the Health and Safety at Work Act, to take care in undertaking your duties. It is your responsibility to wear protective clothing and use any safety equipment, which is issued to you. You must report any accident/incident that you have at work and report any health and safety risks to your manager without delay.

9.1.2 If you are a manager, you also have a responsibility for the health and safety of your staff, taking all reasonable steps to ensure that all activities are carried out with due regard to the Council’s safety policy.

9.2 Alcohol, illegal drugs and substance misuse

9.2.1 Alcohol, drugs and substance misuse impairs judgement and can put you, work colleagues and members of the public at risk. Abuse of any such substance whilst you are at work may be treated as a disciplinary offence, and will be dealt with accordingly.

9.2.2 For further guidance please refer to the Council’s Drug and alcohol in the workplace policy.

10. Outside Commitments, personal interests, and working for outside bodies.

10.1 Your time outside working hours is your own personal concern. However you must not put yourself in a position where your job and your personal interests conflict. Where the slightest doubt exists, and where there is a potential conflict of interest, employees are advised to either decline acceptance of outside work or membership of an external body or organisation, or to seek the advice of their line manager or divisional director before accepting any such outside work.

10.2 It is important for employees to discuss their intention to undertake any other employment with their line manager or any intention to become a member of an external organisation, (whether appointed as the official Council representative on the outside body or otherwise), particularly if they have doubts or concerns, in order that any involvement with the Council and any conflicts of interest can be identified and
assessed. This will help to protect the employee should any question of conflict of interest arise subsequently.

10.3 Managers should check with their teams whether employees have existing arrangements of which they are unaware and Divisional Directors should seek to review the position in relation to membership of outside bodies and/or outside employment at least annually to ensure that a conflict of interest has not arisen where no conflict existed previously.

10.4 Employees must exercise great care and diligence when undertaking paid or unpaid work outside the Council. Any paid or unpaid work undertaken should not conflict in any way with their Council duties or make use of material to which the employee has access by virtue of his or her position. Employees must not in their official capacity allow their personal interests to conflict with the Council’s requirements or use their position improperly to confer an advantage or disadvantage on any person.

10.5 Employees must declare any activity, relationship or other personal interests, whether financial or financial, where they may be a conflict of interest between their Council duties and their private interests. Employees will also be required to declare personal or business interests which may, or may be perceived to, influence their judgement; this includes membership of organisations/outside bodies where conflicts may arise or any organisation which may seek to influence the policies of the Council, for example a local campaigning group (but excluding any representative body or professional body membership).

10.6 Employees must declare membership of any organisation which is not open to the public without formal membership and commitment of allegiance and which has secrecy about rules, membership or conduct, for example, Freemasons.

10.7 You must not do private work during your Council work time or whilst you are on sick leave.

10.8 The Council will not prevent employees from undertaking additional employment (paid or unpaid) outside working hours provided it does not conflict with the law, the Council’s interests or in any way weaken public confidence in the Council. You are required to notify the Council in writing before undertaking any other employment and must declare any voluntary or unpaid work. All Council employees are specifically required to obtain consent in writing from their line manager in advance, on each occasion, if they wish to engage in any other business or take up additional employment.

10.9 Many employees undertake valuable voluntary work in the community in their own time and the Council supports this. However, any significant interest in an organisation must be declared, for example, acting as a member of the management committee of a charity) where the Council has some involvement with the organisation. If in doubt the employee should discuss the matter with their line manager.

10.11 Employees must conduct themselves at all times in a manner which is consistent with their obligations under the Officer Code of Conduct when carrying out any external activities so as to avoid bringing the Council into disrepute.

10.12 Employees should avoid putting themselves in a position where their involvement in a local community group puts them, or could reasonably be perceived as putting them, in a position where their involvement is in direct conflict with the best interests of the Council or is likely to bring the Council into disrepute. In these circumstances an employee must
consider whether it is in the best interest of the Council for them to remain involved with the external organisation.

10.13 The Council will not unreasonably require an employee to cease or refrain from other work/employment unless there is a conflict of interest, or there is a reasonable belief that the physical or mental demands of the other work have a damaging effect on the employee’s ability to carry out their normal duties for the Council.

10.14 An employee who fails to declare any personal interests as described above may be subject to disciplinary action being taken against them. Further guidance on conflicts of interest, including the appointment of Officers as Members and/or Directors of outside bodies by the Council is attached at Appendix 1. Any employee who is in doubt as to whether or not specific outside interests exist and should be declared, should contact HR for guidance.

10.15 Examples of circumstances where there is potential for a conflict of interest to arise would include:
- A Finance Officer also working as a treasurer for a charitable organisation that submits bids to the Council for funding;
- A Housing Officer who is also the Chair of an Estate Management Board;
- A senior manager within the Children and Young Persons Department who is also Chair of Governors of a School in the Borough.

10.16 Conflicts of interest may also arise internally, for example, in circumstances where an employee works in one service which is proactively involved in the delivery of a particular project, as well as another service which has a regulatory role or determines the grant allocation to support such projects.

11. Politically neutrality

11.1 Politically restricted posts

11.1.1 Employees are required to serve the whole Council and its Members, not just Members of any party group. Employees must ensure that the individual rights of all Members are respected.

11.1.2 Employees, who are required as part of their duties to provide advice to Members or other employees, must do so impartially and must not allow their own personal or political opinions to interfere with their work.

11.1.3 Under Section 2 of the Local Government and Housing Act 1989 (‘the 1989 Act), the following employees are regarded as holding politically restricted posts:
- Chief Executive
- Chief Officer
- Deputy Chief Officer
- Monitoring Officer
- Political Assistant,
- Any person whose post is P04 or above or specified on the list held by the Human Resources Division

11.1.4 Employees holding politically restricted posts are disqualified from membership of any local authority, other than a parish or community council, from being an MP or MEP and are subject to prescribed restrictions on their political activity. You will be advised on appointment whether your post is politically restricted.
11.1.5 If your post is politically restricted you:
- should not publicly voice support for a political party
- may not campaign for a political party
- may not hold political office
- may not occupy party political posts and
- may not hold particular sensitive or high profile unpaid roles in a political party

11.1.6 A Political Assistant (as defined under the 1989 Act) must not speak to the public in a way that could be perceived as speaking as an authorised representative of a political party nor must they write or publish any written or artistic work that could be perceived in the same way.

11.1.7 Any employee who is a member of a local authority will be permitted paid time off during working hours to perform duties as an elected member. Requests must be made through the employee’s line manager.

11.1.8 Employees, whether or not they are politically restricted, must in the course of their employment follow every lawful expressed policy of the Council and must not allow their own personal or political opinions to interfere with their work.

11.2 Relationships with elected Members and co-opted Members.

11.2.1 Mutual respect and good working relationships between employees and Members is essential to the successful delivery of the Council’s services. Close personal familiarity between employees and individual Members can damage this relationship and should be avoided. For further guidance please refer to the officer/member protocol (create link).

11.2.2 Employees must not seek to involve Members in personal matters which relate to any aspect of their employment, for example, pay and grading, grievances etc.

12 Gifts and hospitality

12.1 You should not accept bribes, hospitality or gifts that are offered to you by any organisation or person able to provide work, goods or services to the Council. Similarly, where you are in a position to influence, you must not show favour to anyone in connection with Council business.

12.2 You will be required to record all gifts and hospitality offered irrespective or whether you have accepted it or not (link to relevant form).

12.3 All employees are forbidden to ask for tips or any payment for service or goods provided except through the Council’s official invoice systems.

13 Sponsorship – giving and receiving

13.1 Where an organisation wishes to sponsor or is seeking to sponsor a Local Government activity whether by invitation, tender, negotiation or voluntarily, the basic guidelines concerning acceptance of gifts and hospitality apply.

13.2 Where the Council wishes to sponsor an event or service, neither an employee nor any partner, spouse or relative must benefit from such a sponsorship. Similarly, where the Council gives support in the community, through sponsorship, grant aid, financial or other means, employees should ensure that impartial advice is given and that no conflict of interests exists.
14  Procurement

14.1  Placement of contracts

14.1.1 If you are required to buy or sell any item or service as part of your duties you must act in accordance with the rules and regulations as set out in the Council’s procurement guide and with any specific instructions in use in your directorate.

14.1.2 All relationships of a business or private nature with contractors, or potential contractors, should be made known to the appropriate manager. If you know you have any interest in any contract which the Council has entered into, or proposes to enter into, you are required, by law, to declare your interest to your manager immediately.

14.1.3 If, in the course of your work, you deal with applications to the Council for planning permission, permits, licences, grant or applications for employment, you must declare to your manager if you have a relationship with any applicant.

14.2  Separation of roles during tendering

14.2.1 Employees involved in the tendering process and dealing with contractors should be clear on the separation of client and contractor roles within the authority. Senior employees who have both a client and contractor responsibility must be aware of the need for accountability and openness.

14.2.2 Employees in contractor or client units must exercise fairness and impartiality when dealing with all customers, suppliers and other contractors and sub-contractors.

14.2.3 Confidential information on tenders or costs for internal or external contractors should not be disclosed to any unauthorised party or organisation.

15  Working with the Council’s property and money

15.1  Use of Council equipment/facilities

15.1.1 Employees must not use Council time or facilities, for example, IT equipment, telephones, vehicles or any other Council property in connection with any outside work or activity (paid or unpaid), without the written permission of the relevant Divisional Director. Any telephone usage will only be permitted in very exceptional circumstances and such use must be disclosed and paid for. The misuse or unauthorised use of Council property may result in disciplinary action being taken against an employee.

15.1.2 There is separate guidance on the use of the Council’s computer, e-mail and internet facilities and all employees should abide by this guidance at all times in relation to any work undertaken inside or outside the Council.

15.2  Use of financial resources

15.2.1 Employees must ensure that they use public funds entrusted to them in a responsible and lawful manner, ensuring value for money to the local community and avoiding legal challenge to the authority.

15.2.2 Managers (the nominated budget holder for an Oracle business unit or cost code) are responsible for managing their budgets. Where they are forecasting overspends, they must formally request a virement for their business unit, their division or their department to secure an increase to their budgets.
15.2.3 Budget holders who overspend significantly without alerting the Council may be subject to disciplinary action in accordance with the Council’s disciplinary rules.

15.3 Overpayment to employees

15.3.1 Where it occurs that you are receiving an overpayment in salary, allowances or overtime, it is your responsibility to notify your manager as soon as possible after becoming aware of the overpayment, in order to make arrangements for repayment. The Council reserves the right to take steps to recover any overpayment of salary.

15.4 Debt to the Council

15.4.1 The Council owes a duty of fiduciary care to all residents of the Borough. This means taking action against any person who has a debt to the Council. Employees are required to set a good example by not allowing themselves to become indebted to the Council. It is therefore not acceptable for employees to be in arrears on Council rent or tax. Where this occurs, and there is no prior arrangement in place to clear these arrears, the employee may be subject to disciplinary action.

15.5 Theft from the Council

15.5.1 Stealing from the Council, its clients or fellow employees will not be tolerated. Waste, loss, fraud, unauthorised use or wilful negligent damage to Council property are considered as gross misconduct and may result in your dismissal from the Council. Therefore, employees:

- must not steal or remove without authorisation money or property from the Council, its clients or colleagues
- must carry out their duties with care, particularly when handling the Council’s money or property (including papers)
- must not take responsibility for money or property unless it is part of their official duties
- must not use equipment including computers, Council vehicles, telephones, or money for any unauthorised purpose
- must not copy Council computer software for their own use
- must not take Council equipment home without the express permission of their line manager.

15.6 Ownership of Intellectual Property/Copyright

15.6.1 Employees should be aware of the rules on the ownership of intellectual property or copyright created during their employment. “Intellectual Property” is a wide term which includes inventions, creative writings and drawings. As a general rule, any Intellectual Property created by an employee during the course of their employment with the Council belongs to the Council and as such must not be used by the employee in relation to any work performed outside the Council, including work undertaken after the conclusion of their employment, without the express consent of the Council.

16. Disclosure of information

16.1 The law requires that certain types of information must be made available to Members, auditors, government departments, service users and the public. The Freedom of Information Act, for example, requires disclosure of certain information in response to written requests, whilst the Data protection Act requires that the Council comply with statute in relation to the handling and processing of personal data. If you are in doubt guidance should be sought from your line manager before disclosing information.
17 Whistleblowing

17.1 As custodians of public services, local authorities have a duty to ensure that there is no malpractice in the operation or delivery of services.

17.2 The Whistleblowing procedure [create link] covers any significant concerns that an employee may have about malpractice in any aspect of service provision or the conduct of Officers, Members, Contractors or other agents of the Council.

17.3 This procedure is not an alternative process for raising concerns or grievances over managerial decisions or other matters for which there are appropriate existing procedures within the Council.
Lambeth Trade Union Side Submission to Joint Strategy Forum June 2008

Contact for Enquiries – Jon Rogers 07957 505 571

CODE OF CONDUCT, CRB CHECKS AND HUMAN RIGHTS

The trade union side welcomes constructive consultation which has been taking place on proposed revisions to the Council’s Code of Conduct for employees, and related discussions on the current policy in respect of Criminal Records Bureau (CRB) checks.

The trade union side has expressed concern at the blanket application of a requirement that all employees should be required to disclose all formal cautions which they may receive to their manager, regardless of the relevance of the caution to their responsibilities.

The trade union side has also expressed concern at the very wide range of posts to which the Council intends to apply a requirement for an enhanced disclosure.

Whilst understanding the importance of appropriate checks on staff having unsupervised access to children or vulnerable adults, the trade unions are concerned that the Council’s approach goes beyond what is necessary.

This shows no attempt to balance the legitimate interests of the employer with the rights of the employee. Furthermore, there is a risk that the Council may come to exclude from its employment all those with a previous history of offending, contrary to the objective of the rehabilitation of offenders.

The trade unions recommend that the Council and the trade unions jointly seek the advice of the Commission for Equality and Human Rights on an appropriate balance to be expressed in the Code of Conduct and the CRB policy.

Management Response

The Council and Trade Unions have had a productive negotiation over both pieces. We have managed to agree to the majority of concerns raised by the TUs and have made good progress in terms of the content, tone and spirit of the documents. It is the Council’s intention to strike a balance between protecting the organisation and its vulnerable clients with employee’s human rights. The spirit of both documents supports this ambition and we have made a number of concessions where the TUs have felt more flexibility was required.

Both the issue of declaring cautions and the CRB list are underpinned by the Council’s commitment to the safeguarding agenda. This is a key strategic and statutory commitment and one that is politically sensitive.

Our approach is informed and measured. We are simply saying that the system ought to have enough checks and balances to assess risk imposed by an employee’s or applicant’s conduct outside work. We will not take a blanket approach but we will consider each case on its merit taking into account the nature of the offence, the person’s role and any risks on clients, assets or reputation. In particular, the CRB policy has had extensive consultation with experts of safeguarding agenda in CYPS, ACS as well as the Government Office for London who has commended the clarity and balanced approach of the document.
Local assessment of allegations of misconduct by a Member: establishing the new regime
All Wards
Report authorised by: Director of Legal & Democratic Services: Mark Hynes

Executive summary

This report summarises the new “local assessment” regime which came into force on 8th May in relation to allegations of misconduct by members. Complaints are now submitted directly to the Standards Committee which has the statutory responsibility to decide whether the complaint should be investigated.

Summary of financial implications

There are no financial implications arising at this stage. However, as there is currently no identified budgetary provision for this work, it will be necessary to monitor the level of complaints, if any, that are the subject of investigations and hearings during 2008/09 so that, if necessary, appropriate provision can be made in 2009/10.

Recommendations

Standards Committee

(1) To confirm the appointment of the three Sub-Committees of the Standards Committee as approved by Council on 7 May 2008 and to recommend to Council on 9 July that the revised terms of reference set out at Appendix 1 be approved for inclusion in Part 3 of the Council’s Constitution 2008-09.

(2) To note the guidance issued by the Standards Board for England set out at Appendix 2 to this report.

(3) To approve the various procedural steps outlined in this report, and recommend Council to approve revised Standing Order 9.8 and new Standing Orders 6.5 and 18.4.

(4) To note and approve the draft Complaints Form at Appendix 3.

(5) To adopt the local “Monitoring Officer Protocol” set out at Appendix 4 as part of the procedures for dealing with the local assessment of complaints.

(6) To consider whether the Standards Committee should include a member of the Cabinet and, if so, to make the necessary recommendation to full Council at its meeting on 9 July.

(7) To consider whether the Monitoring Officer should be instructed to make arrangements for a meeting of the Assessments and/or Review Sub-Committees once every calendar month, but that he be instructed only to call actual meetings if there is business to be discharged.
Council

On the recommendation of Standards Committee:

(1) To approve the revised terms of reference set out at Appendix 1 for inclusion in Part 3 of the Council’s Constitution 2008-09.

(2) To approve revised Standing Order 9.8 and new Standing Orders 6.5 and 18.4 as set out in para. 2.11 of the report.

Consultation

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External

Entered in Consultation and Events Diary?

No

Report history

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Report author and contact for queries:

Mike Dickens, Head of Legal Services
020 7926 2351 mdickens@lambeth.gov.uk

Background documents

- Standards Committee (England) Regulations 2008
- Guidance issued by the Standards Board for England

Appendices

1. Draft revised terms of reference for the 3 Sub-Committees of Standards Committee
2. Guidance issued by the Standards Board for England: “The Role and Make-Up of Standards Committees” and “Local Assessment of Complaints”
3. Draft Complaints Form
4. Draft “Monitoring Officer Protocol”
Local assessment of allegations of misconduct by a Member: establishing the new regime

1. Context

1.1 Prior to 8 May 2008, a complaint of misconduct by a member had to be submitted to the Standards Board for England (SBE), and the Referrals Unit of the SBE determined whether the allegation appeared to disclose a failure by a member to comply with an authority’s Code of Conduct, and then whether the allegation merited investigation. From 8 May 2008, all such complaints must be made to the Standards Committee of the authority, and a sub-committee of the Standards Committee will have to decide whether the complaint should be investigated.

1.2 This report sets out what the changes will be to the system of handling complaints against members, and the issues which the Council needs to address in order to meet these new requirements. The “Local Determination” procedures, as approved by Standards Committee on 27 November 2003, are no longer applicable, as these have been replaced by the requirements of regulations 18-20 of The Standards Committee (England) Regulations 2008.

2. Proposals and reasons

(a) The Standards Committee

2.1 The SBE advises, in its guidance entitled “The Role and Make-Up of Standards Committees” (see Appendix 2):

“As the standards committee carries out a number of functions including the assessment of complaints and determination hearings, we recommend that your authority has at least six members on your standards committee. This is because different members will be required to carry out the different functions to avoid conflicts of interest.”

As the constitution of the Council’s Standards Committee is currently 6 independent members and 3 elected members, the Council has complied with this guidance. However, the guidance goes on to state:

*If the authority is operating executive arrangements, the standards committee does not need to include a member of the executive. However, you should consider whether it is appropriate to appoint an executive member. Appointing an executive member might show that the committee is supported and respected by all parts of the authority. Not having an executive member could reflect a degree of independence from the political leadership of the authority.*

Accordingly, members of the Committee are invited to consider (see Recommendation 6) whether the Standards Committee should include a member of the Cabinet and, if so, to make the necessary recommendation to full Council at its meeting on 9 July.

(b) Appointment of Sub-Committees
2.2 The Local Government and Public Involvement In Health Act 2007 ("the Act") requires the Standards Committee to establish a sub-committee (the "Standards (Assessment) Sub-Committee") that will be required to undertake the initial assessment and decide whether the complaint shows an apparent failure to comply with the Code of Conduct for Members and, if so, whether that complaint merits investigation or other action. If this Sub-Committee decides to take no action in respect of an allegation, the complainant will have 30 days within which to request the Council to review that decision. The Act requires the Standards Committee to set up a second sub-committee (the "Standards (Review) Sub-Committee") to conduct that review. No member can sit on the Review Sub-Committee in respect of a complaint where they were on the Assessment Sub-Committee for the initial assessment of the same complaint.

2.2.1 If the matter then goes for investigation and the Investigating Officer concludes that there has been a failure to comply with the Code of Conduct for Members, a hearing would then be held. The Standards Board recommends that such hearings should be held before a sub-committee (the "Standards (Hearings) Sub-Committee") of between three and five members. Whilst the Act prohibits any member from sitting on both the Assessment Sub-Committee and the Review Sub-Committee on the same matter (on the basis that a member cannot fairly review his/her own decision) there is no similar statutory prohibition of a member sitting on the Hearings Sub-Committee when that member was previously on either the Assessment Sub-Committee or the Review Sub-Committee in respect of the same matter.

2.2.2 It has been suggested by some legal commentators that a member against whom a complaint has been made might take exception to a member being part of the Hearings Sub-Committee when that member had some months previously seen the complaint without the benefit of any response from the member and decided that the matter should proceed to investigation (and later received the Investigating Officer’s report and finding of breach, and referred the matter for local hearing, without at that stage having the benefit of a response from the member concerned).

However, the guidance issued by the SBE ("Local Assessment of Complaints") states:

"Standards committee members involved in a complaint’s initial assessment, or in a review of a standards committee’s previous decision to take no action, can take part in any subsequent standards committee hearing. The purpose of the initial assessment decision or review is simply to decide whether any action should be taken on the complaint – either as an investigation or some other action. The assessment and review sub-committees make no findings of fact. Therefore, a member involved at the initial stage may participate in a subsequent hearing, because a conflict of interest does not automatically arise."

Nevertheless, whenever possible, the pool of Standards Committee members from which membership of each Sub-Committee will be drawn will be fully utilised so that the members of the Hearings Sub-Committee will not be the same as those who carried out the initial assessment and, where applicable, any review relating to the same complaint.

2.2.3 The quorum for each such Sub-Committee is three members:

- at least 25% of each Sub-Committee must be Independent Co-opted Members, one of whom must be present to chair the meeting;
- at least one elected member of the Council must be present at each meeting.
Since the Assessment Sub-Committee must be available at short notice to deal with any allegation within 20 working days of receipt, **members of the Standards Committee may wish to consider whether a monthly or bi-monthly meeting should be diarised, only to be held if there is actual business to be conducted (see Recommendation 7).**

The review must be conducted within three months of a request for review, so there is more flexibility to arrange such meetings on a date to suit the available members, although the SBE Guidance recommends that reviews are also undertaken within 20 working days.

2.2.4 At the Council meeting on 7 May 2008 and as part of the adoption of the Council’s Constitution for 2008/09, three Sub-Committees were appointed with the following constitutions and terms of reference:

**Standards (Assessment) Sub-Committee**

**Constitution**

Three members, chosen, in consultation with the Chair of Standards Committee, from members of the Standards Committee and to include at least one elected member and one independent member. One of the independent members must be either the Chair or Vice-Chair of Standards Committee, one of whom will serve as Chair of the Sub-Committee.

**Terms of reference**

To conduct the initial assessment of a misconduct allegation and any allegations which have been referred to the Standards Committee by the Monitoring Officer or an Ethical Standards Officer in accordance with the Standards Committee (England) Regulations 2008 (which come into force on 8th May) and approved local procedure.

**Standards (Review) Sub-Committee**

**Constitution**

Three members, chosen, in consultation with the Chair of Standards Committee, from members of the Standards Committee and to include at least one elected member and one independent member. One of the independent members must be either the Chair or Vice-Chair of Standards Committee, one of whom will serve as Chair of the Sub-Committee. No member who took part in the initial assessment of the misconduct allegation by the Standards (Assessment) Sub-Committee can be a member of, or present at, a meeting of a Sub-Committee that reviews a decision by that Sub-Committee to take no further action.

**Terms of reference**

To review, on request by a complainant, a decision of the Standards (Assessment) Sub-Committee to take no action in relation to a misconduct allegation in accordance with the Standards Committee (England) Regulations 2008 (which come into force on 8th May) and approved local procedure.

**Standards (Hearings) Sub-Committee**
Constitution

Three members, chosen, in consultation with the Chair of Standards Committee, from members of the Standards Committee and to include at least one elected member and one independent member. One of the independent members must be either the Chair or Vice-Chair of Standards Committee, one of whom will serve as Chair of the Sub-Committee.

(NB: The same members who took part in the initial assessment of the misconduct allegation or in any review of a decision to take no action can also be members of the Sub-Committee that conducts the local determination hearing).

Terms of reference

(1) To conduct local determination hearings in accordance with the Local Authorities (Code of Conduct) (Local Determination) Regulations 2003 as amended by the Local Authorities (Code of Conduct) (Local Determination) (Amendment) Regulations 2004 and approved local procedure.

(2) To refer a complaint to the Adjudication Panel for England where the Sub-Committee considers that the sanctions available to it would be insufficient.

Quorum (Standing Order 8.1)

**Standards Committee**: three voting members (to include at least one elected member and one independent member)

**Standards Sub-Committees**: three voting members (to include at least one elected member and one independent member)

2.2.5 As the SBE guidance (reproduced at Appendix 2) was not available when the draft Constitution was finalised for adoption by Council at its meeting on 7 May, the terms of reference of the three Sub-Committees need to be reconsidered in light of that guidance, together with the requirements of The Standards Committee (England) Regulations 2008 which only came into force on 8 May. Accordingly, the Committee is recommended to confirm the appointment of the three Sub-Committees of the Standards Committee as approved by Council on 7 May 2008 with the revised terms of reference set out at Appendix 1 (see Recommendation 1).

(c) Joint working between authorities

2.3 The Act provides that authorities may appoint Joint Committees to discharge all or any of their Standards functions. The requirement to populate three different sub-committees will place a considerable burden on many authorities. Joint working would enable authorities to meet their statutory requirements without the cost of maintaining their own separate sub-committees. Such joint working may be more acceptable in terms of the initial assessment and the review, rather than the actual hearings. The Regulations which will bring these provisions into force have not yet been made, but the potential for joint working with other authorities can be explored in due course in the light of experience in discharging the new local assessment duties.

2.3.1 Members are also reminded that the Monitoring Officer has entered into a reciprocal arrangement with the London Borough of Southwark whereby the actual investigation of complaints against Lambeth members will be conducted by an officer of
that authority, and vice-versa. This agreement requires review and minor updating in the light of the changes introduced by the Act and the Regulations.

(d) Notification to the Member

2.4 The Act requires the Standards Committee to notify the member of the receipt of a complaint and to provide a written summary of the allegation. In practice, the first meeting at which the Committee itself could notify the member is likely to be the meeting at which it conducts the initial assessment. However, the SBE guidance on local assessment of complaints (see page 9) states:

“The monitoring officer has the discretion to take the administrative step of acknowledging receipt of a complaint and telling the subject member that a complaint has been made about them … The notification can say that a complaint has been made, and state the name of the complainant (unless the complainant has requested confidentiality and the standards committee has not yet considered whether or not to grant it) and the relevant paragraphs of the Code of Conduct that may have been breached. It should also state that a written summary of the allegation will only be provided to the subject member once the assessment sub-committee has met to consider the complaint, and the date of this meeting, if known… Only the standards committee has the power, under section 57C(2) of the Local Government Act 2000, as amended, to give a written summary of the allegation to a subject member.”

The DCLG Consultation Paper raised the possibility of cases where there was a danger of the member interfering with evidence or intimidating witnesses, and suggested that in such cases the member might not be notified of the complaint until the investigation had secured such evidence. This is also reflected in the guidance on local assessment (page 18) and, although this type of scenario is a very remote possibility, it is suggested that the Monitoring Officer be given the discretion, after consulting the Chair of the Standards Committee, to defer notification in such exceptional circumstances. In such cases, the Monitoring Officer would notify the member concerned as soon as the reasons for deferral of notification no longer pertained, for example when sufficient investigation had already been completed. This is set out in the draft Monitoring Officer Protocol at paragraph 2.2.2 (see Appendix 4).

(e) Local Resolution of Complaints

2.5 Investigations and hearings are expensive. Regulation 13 of the 2008 Regulations makes provision for the referral of matters to the Monitoring Officer for steps other than an investigation (‘other action’) and this aspect is addressed in some detail at pages 15-17 of the SBE guidance on local assessments, from which the following is an extract:

The suitability of other action is dependent on the nature of the complaint. Certain complaints that a member has breached the Code of Conduct will lend themselves to being resolved in this way. They can also indicate a wider problem at the authority concerned. Deciding to deal proactively with a matter in a positive way that does not involve an investigation can be a good way to resolve matters that are less serious. Other action can be the simplest and most cost effective way of getting the matter resolved, helping the authority to work more effectively, and of avoiding similar complaints in the future…It is not possible to set out all the circumstances where other action may be appropriate, but an example is where the authority to which the subject member belongs appears to have a poor understanding of the Code and authority procedures… Other action may also be appropriate where a breakdown in relationships within the authority is apparent …
Everyone involved in the process will need to understand that the purpose of other action is not to find out whether the member breached the Code – the decision is made as an alternative to investigation. If the monitoring officer embarks on a course of other action, they should emphasise to the parties concerned that no conclusion has been reached on whether the subject member failed to comply with the Code. Complaints that have been referred to the monitoring officer for other action should not then be referred back to the standards committee if the other action is perceived to have failed...The decision to take other action closes the opportunity to investigate and the assessment sub-committee should communicate this clearly to all parties...

The following are some examples of alternatives to investigation:

- arranging for the subject member to attend a training course
- arranging for that member and the complainant to engage in a process of conciliation
- instituting changes to the procedures of the authority if they have given rise to the complaint

Standards committees may find that resolving a matter in this way is relatively quick and straightforward compared to a full investigation...

Accordingly, it is recommended that the local protocol set out at Appendix 4, authorising the Monitoring Officer to seek such local resolution in appropriate cases, is adopted as part of the procedures for dealing with the local assessment of complaints (see Recommendation 4).

(f) Filtering out irrelevant complaints

2.6 Standards Board experience has been that a large number of complaints received do not relate to the Code of Conduct for Members and it is anticipated that the publicity for the new system will engender more such complaints. Based on SBE guidance, the proposed Complaints Form (see Appendix 3) includes the following statement:

Complaints about dissatisfaction with a decision or action of the authority or one of its committees, a service provided by the authority or the authority’s procedures do not fall within the jurisdiction of the Standards Committee. Complaints about the actions of people employed by the authority also do not fall within the jurisdiction of the Standards Committee.

In accordance with the SBE guidance (page 7) it is proposed that all complaints are initially submitted to the Corporate Complaints Team and logged, prior to submission to the Chair of the Assessment Sub-Committee. By integrating the initial receipt of complaints into the Council’s existing complaints framework most, if not all, complaints that do not relate to member conduct should be filtered and redirected. In addition, where there is any doubt, the complaint can be referred to the Monitoring Officer’s nominee for further consideration and advice. Recommendation 4 is seeking the Committee’s approval to the draft Complaints Form.

(g) Anonymous complaints
2.7 There is nothing in the legislation which requires a complaint to be signed by the complainant. The SBE has entertained some anonymous complaints, and this has given rise to considerable unease. In such cases, it is, of course, not possible to meet the requirements to notify the complainant of the decision in respect of the complaint. The guidance issued by the SBE states:

Authorities should publish a statement setting out how complaints received anonymously will be dealt with. The assessment sub-committee may decide that an anonymous complaint should only be referred for investigation or some other action if it includes documentary or photographic evidence indicating an exceptionally serious or significant matter. If so, this needs to be included in the standards committee’s assessment criteria.

It is therefore recommended that the Committee take a policy decision that anonymous complaints should not be entertained unless, in the opinion of the Monitoring Officer, the evidence provided by the complainant indicates that the subject-matter of the complaint is exceptionally serious. In addition, it is recommended that the Monitoring Officer be authorised to keep the identity of the complainant confidential where he is of the opinion that this is in the public interest. These points are addressed in paragraph 1.3 of the draft Monitoring Officer Protocol at Appendix 4.

(h) Multiple Complaints

2.8 It is not uncommon that one event gives rise to similar complaints from a number of different complainants. The legislative position is that each separate complaint must be considered, and that even where a meeting of the Assessment Sub-Committee has previously decided that no action be taken upon an identical complaint, a subsequent complaint must still be reported to and considered by the Assessment Sub-Committee. This topic is addressed at pages 23-24 of the SBE guidance on local assessment.

(i) Pre-Investigation

2.9 The Assessment Sub-Committee has to decide whether the allegation appears to disclose a failure to comply with the Code of Conduct for Members, and then whether it merits investigation. Where the Sub-Committee has only the letter of complaint, it is not always easy to assess whether there is any substance to the allegation. However, there may be information which is readily available which might substantiate, or contradict, the allegation and so make it easier for the Sub-Committee to decide whether the complaint has any substance. Clearly the Monitoring Officer cannot “investigate whether to investigate”. But he can usefully check publicly available information between receipt of the complaint and the meeting of the Assessment Sub-Committee. The role-plays conducted by the Standards Board and others have demonstrated that such additional information can be very helpful. The SBE guidance deals with pre-assessment report and enquiries at page10 and includes the following:

Authorities may decide that they want the monitoring officer, or other officer, to prepare a short summary of a complaint for the assessment sub-committee to consider. This could, for example, set out the following details:

- whether the complaint is within jurisdiction
• the paragraphs of the Code of Conduct the complaint might relate to, or the paragraphs the complainant has identified
• a summary of key aspects of the complaint if it is lengthy or complex
• any further information that the officer has obtained to assist the assessment sub-committee with its decision – this may include:

a) obtaining a copy of a declaration of acceptance of office form and an undertaking to observe the Code
b) minutes of meetings
c) a copy of a member’s entry in the register of interests
d) information from Companies House or the Land Registry
e) other easily obtainable documents

Accordingly, it is recommended that the Monitoring Officer be instructed, as set out in the draft Protocol at Appendix 4, where practicable to obtain and inform the Assessment Sub-Committee of any publicly available information which would facilitate their task of determining whether a complaint merits investigation.

(i) Timescale for initial assessment of allegations

2.10 The SBE guidance states that the assessment sub-committee should complete its initial assessment of an allegation within an average of 20 working days of receipt. This requirement is set out in the guidance rather than in the Regulations, presumably to allow some flexibility in exceptional circumstances, hence the reference to “average”. The Review Sub-Committee is then required to determine any review within three months of the date when the request for a review is received, although the SBE guidance recommends (see page 20) that the sub-committee adopt a policy of undertaking the review within the same timescale as the initial assessment decision is taken, i.e. an average of 20 working days. In order to ensure that the members of the Assessment and Review Sub-Committees will be available within the required timescales if and when allegations or requests for reviews are received, members may feel that it would be sensible to put provisional dates into the Council Meetings Calendar and reserve rooms for meetings, although an actual meeting would only be held if there was business to be discharged.

It is therefore recommended that the Committee considers whether the Monitoring Officer should be instructed to make arrangements for a meeting of the Assessments and/or Review Sub-Committees once every calendar month, but that he be instructed only to call actual meetings if there is business to be discharged.

(k) Private meetings and duty to produce a written summary

2.11 The SBE guidance (see page 22) includes the following:

Initial assessment decisions, and any subsequent review of decisions to take no further action on a complaint, must be conducted in closed meetings. These are not subject to the notice and publicity requirements under Part 5 of the Local Government Act 1972. Such meetings may have to consider unfounded and potentially damaging complaints about members, which it would not be appropriate to make public. As such, a standards committee undertaking its role in the assessment or review of a complaint is not subject to the following rules:
rules regarding notices of meetings
rules on the circulation of agendas and documents
rules over public access to meetings
rules on the validity of proceedings

Instead, Regulation 8 of the regulations sets out what must be done after the assessment or review sub-committee has considered a complaint. The new rules require a written summary to be produced which must include:

- the main points considered
- the conclusions on the complaint
- the reasons for the conclusion

The summary must be written having regard to this guidance and may give the name of the subject member unless doing so is not in the public interest or would prejudice any subsequent investigation. The written summary must be made available for the public to inspect at the authority’s offices for six years … The summary does not have to be available for inspection … until the subject member has been sent the summary. In limited situations, a standards committee can decide not to give the written summary to the subject member when a referral decision has been made and, if this is the case, authorities should put in place arrangements which deal with when public inspection … will occur. This will usually be when the written summary is eventually given to the subject member during the investigation process.

It is therefore recommended that for the avoidance of any doubt, the Constitution 2008-09 (Part 4, Section 1) Standing Order 6: Notice and summons of meetings (as set out below) be amended by the addition of new para. 6.5 (in bold):

6. NOTICE OF AND SUMMONS TO MEETINGS

6.1 The proper officer will give notice to the public of the date, time and place of any meeting in accordance with the Access to Information Procedure Rules. At least five clear days before a meeting, the proper officer will send a summons (signed by the proper officer in the case of Council meetings) by post or leave it at their usual place of residence as follows:
- Council – to all Members of the Council
- Other committees and sub-committees – to the Members of these bodies and such other Members as request a copy

6.2 In exceptional circumstances, less notice may be given of meetings (subject to the Access to Information Rules).

6.3 Councillors may elect to receive notice by electronic mail rather than by post. Notice of meetings and accompanying reports will be published on the Council’s website, at the Town Hall and at the Council’s libraries.

6.4 The summons will give the date, time and place of each meeting, specify the business to be transacted, and include accompanying reports by the officers (where applicable). Other items of business may be added by the proper officer after the notice of the meeting, but these may only be considered at the meeting if the Chair is satisfied that special circumstances apply justifying their urgent consideration.

6.5 The above requirements on notice and summons of meetings do not apply to meetings of the Standards (Assessment) and Standards (Review) Sub-
Committees, as these meetings are not subject to the notice and publicity requirements under Part 5 of the Local Government Act 1972. The monitoring officer will decide when and what reports and other papers should be supplied to sub-committees members and any other relevant parties.

SO 9.8 – guillotine also needs to be amended as follows:

delete "Standards (Hearings) Sub-Committee" and insert "Standards sub-committees".

(l) Public information about complaints received

2.12 As explained above, initial assessment decisions and any subsequent review are not subject to the statutory provisions which ordinarily apply in terms of, e.g., publishing an agenda stating the date, time and location of the meeting and in general terms the business to be transacted. By the same token, there is no requirement to produce minutes of the meeting and instead, the duty is for the sub-committee to produce a written summary, as explained above. However, for the purposes of administrative convenience and to ensure that a record of the sub-committee’s deliberations is produced, it is proposed that, once a meeting has decided that a particular complaint be investigated, or be not investigated, a brief minute of that meeting would be prepared, circulated only to members of that sub-committee and retained by Democratic Services.

It is therefore recommended that for the avoidance of any doubt, the Constitution 2008-09 (Part 4, Section 1) Standing Order 18. Minutes (as set out below) be amended by the addition of new para. 18.4 (in bold):

18. MINUTES

18.1 Signing the minutes

Minutes of meetings will be recorded in a book of loose leaf pages, consecutively numbered. The Chair will sign the minutes of a meeting at the next ordinary meeting or annual meeting. The Chair will move that the minutes of the previous meeting be signed as a correct record. Once approved, the Chair will sign the minutes on the last page and initial each page. The only part of the minutes that can be discussed is their accuracy and that only by motion before they are agreed. Any such motion must be received by the Chief Executive by 12 noon the day before the meeting, unless the Chair later decides there is a need to correct a manifest error.

18.2 No requirement to sign minutes of previous meeting at extraordinary meeting

This is a mandatory standing order under the Local Authorities (Standing Orders) Regulations 1993. Where in relation to any meeting, the next meeting for the purpose of signing the minutes is a meeting called under paragraph 3 of schedule 12 to the Local Government Act 1972 (an Extraordinary Meeting), then the next following meeting (being a meeting called otherwise than under that paragraph) will be treated as a suitable meeting for the purposes of paragraph 41(1) and (2) of schedule 12 relating to signing of minutes.

18.3 Form of minutes

Minutes will contain all motions and amendments in the exact form and order the Chair put them.
18.4 Local assessment of allegations: Minutes of Standards (Assessment) and Standards (Review) Sub-Committees

Private, brief minutes will be produced and made available to the members of the sub-committee and other parties at the discretion of the monitoring officer. A public written summary of the meeting will also be produced; this will include:

- the main points considered
- the conclusions on the complaint
- the reasons for the conclusion

Member requests for information under the Data Protection Act

2.12.1 Any person is entitled to request access to any personal information which the Council holds in respect of him/her. Accordingly a member may request to be informed whether the Council has received a complaint about him/her and may ask to see and correct that information. The Act amends section 31 of the Data Protection Act 2000 so that personal data processed by the Monitoring Officer or Ethical Standards Officer are exempt from the subject information provisions in any case “to the extent to which the application of those provisions to the data would be likely to prejudice the proper discharge of that function.” Accordingly, the Council would be able to refuse to disclose whether a complaint had been received until the member was notified on the sending out of the Assessment Sub-Committee agenda, or where no notification is made because the disclosure of that information would be likely to prejudice the proper conduct of the investigation.

Freedom of Information Act

2.12.2 As FoI requests must be dealt with within 20 days, the Council may need to respond to press and public requests before the Assessment Sub-Committee has met. It is not possible to state in advance how individual requests will be resolved, as the Council must determine each request individually. However, the Council may refuse to provide information where the information is held for “law enforcement” purposes, which includes the regulation of improper conduct, and where the disclosure would prejudice the effective conduct of public affairs. However, in each case, disclosure can only be resisted where the public interest in withholding the information outweighs the public interest in its disclosure. Accordingly, the Council may have grounds for resisting early disclosure of information relating to complaints received, but this is likely to be contested by persons making such requests.

Media Enquiries

2.12.3 The latest SBE Bulletin (No 38 – see item elsewhere on the agenda) states:

*The Standards Board’s press office is preparing a toolkit to help local authority press offices deal with media interest in referrals, investigations and hearings once the local framework comes into effect. It will include advice on how to publicise the changes in the ethical framework, raise awareness of standards committees’ work, and offer help on dealing with enquiries about complaints and investigations reactively. The toolkit will also include FAQs, guidelines, templates for press releases and best practice advice. The toolkit is currently being drafted in light of the regulations, and will be issued directly to local authority press offices.*
(m) Review of Initial Assessment

2.13 Where the Assessment Sub-Committee decides that no action should be taken on a complaint, the complainant may, within 30 days of being notified of that decision, request the Review Sub-Committee to review that decision. The SBE’s guidance states:

The review sub-committee should apply the same criteria used for initial assessment. The review sub-committee has the same decisions available to it as the assessment sub-committee. There may be cases where further information is made available in support of a complaint that changes its nature or gives rise to a potential new complaint. In such cases, the review sub-committee should consider carefully if it is more appropriate to pass this to the assessment sub-committee to be handled as a new complaint. In this instance, the review sub-committee will still need to make a formal decision that the review request will not be granted. For example, a review may be more appropriate if a complainant wishes to challenge that:

- not enough emphasis has been given to a particular aspect of the complaint
- there has been a failure to follow any published criteria
- there has been an error in procedures

However, if more information or new information of any significance is available, and this information is not merely a repeat complaint, then a new complaint rather than a request for review may be more suitable.

The Review Sub-Committee’s decision is then notified to the subject member and the complainant, who then has no further recourse other than judicial review.

(n) Decision whether to conduct a local hearing

2.14 Where the Monitoring Officer’s investigation concludes that there has not been a failure to observe the Code of Conduct, the Regulations provide for the Monitoring Officer’s report to come before the Standards Committee (or a sub-committee of the Standards Committee) which then decides whether it accepts that conclusion, or whether it wishes to conduct a formal hearing. This procedure remains as before.

Where the Monitoring Officer’s investigation concludes that there has been a failure to observe the Code of Conduct, the old Regulations provided for the matter to proceed directly to a local hearing. If the Hearings Sub-Committee decided that it could not fairly hear the matter or that the matter was so serious that it would merit more than the maximum 3 months suspension, the Hearings Sub-Committee could request the SBE to take the matter back and direct it to a national Case Tribunal for hearing.

2.14.1 The new Regulations add in another step. The Monitoring Officer’s report now has to be reported to the Standards Committee, or a sub-committee, which can only decide to send it for a local hearing or to send it to a Case Tribunal. Given that the maximum local sanction is now increased to six months’ suspension, and the Monitoring Officer has the opportunity to refer the matter to the SBE at any stage prior to the completion of the investigation, the number of matters which will require to be referred to the Case Tribunal by the sub-committee is going to be very limited.

However, the new Regulations require that a meeting of the Assessment Sub-Committee is held to consider the report and take this decision before the actual hearing can be arranged. Once the decision has been taken for a local hearing, the Monitoring
Officer will then undertake the pre-hearing process, and a Hearings Sub-Committee will then conduct the hearing.

(o) Publicity for the new arrangements

2.15 This is dealt with at page 7 of the SBE guidance and in Regulation 10, which places an obligation on the Standards Committee to publicise the new arrangements and the fact that allegations should now be sent to the Council rather than to the SBE. The SBE advises that such notice should be advertised in one or more local newspapers, the Council’s own newspaper and on the authority’s website. A notice has been published on the website as part of the Council’s Complaints Procedures (see paragraph 2.6 above) and will be published in Lambeth Life. The guidance also suggests that consideration be given to amending the Council’s Constitution to reflect the introduction of the local assessment regime and these changes were duly made and approved at full Council on 7 May. A further requirement is to publish, in whatever manner the Standards Committee considers appropriate, details of the procedures that will be followed in relation to allegations of member misconduct. It is therefore proposed that a comprehensive set of procedure notes, covering the whole process from receipt of complaint to local hearing, is prepared for publication on the Council’s website and circulated to all members of the Standards Committee.

(p) Costs implications

2.16 Overall, these substantial changes have led to the need to establish more sub-committees and there is every likelihood of more meetings. It will require the Monitoring Officer and his staff to undertake a significant amount of additional work in receiving any allegations of misconduct and reporting them to the relevant sub-committees. The experience from the role-plays undertaken by the SBE is that local standards committees are likely to refer about twice as many matters for investigation than have hitherto been referred by the SBE. There is a significant cost to conducting any investigations and hearings but the actual costs will depend upon whether any complaints of misconduct are received. There is no additional Central Government funding being provided as a result of this change. As there is currently no identified budgetary provision for this work, it will be necessary to monitor the level of complaints, if any, that are the subject of investigations and hearings during 2008/09 so that, if necessary, appropriate provision can be made in 2009/10.

3. Comments from Executive Director of Finance and Resources

3.1 The costs arising from the proposed changes to the process for determining allegations of misconduct cannot reasonably be quantified at this stage. In principle they would consist of officer time, plus minor ancillary costs such as the advertising of meetings. Costs would be subject to the number of allegations received and indeed their severity. This may in time give rise to a budgetary pressure, for example if the number of allegations is such that an additional member of staff needs to be employed, or that the workload created is such that it needs to be recognised in some other financial manner. As the costs cannot reasonably be quantified at this stage it is appropriate to proceed with the new arrangements without recommending additional budgets at this stage. However, Members should note paragraph 2.16 in particular, and
the likelihood that more investigations will be required under the new arrangements. The position will be kept under review and additional resources may be requested in February 2009, when council sets its next budget.

4. **Comments from Director of Legal and Democratic Services**

4.1 These are incorporated into the body of the report above.

5. **Results of consultation**

5.1 Not applicable.

6. **Organisational implications**

6.1 **Risk management:**
None.

6.2 **Equalities impact assessment:**
Not applicable.

6.3 **Community safety implications:**
None.

6.4 **Environmental implications:**
None.

6.5 **Staffing and accommodation implications:**
These are set out at para. 2.16 above.

6.6 **Any other implications:**
All members of the Standards Committee will require training in relation to the procedures to be followed as part of the introduction of this new regime will require. In addition, the Monitoring Officer will arrange for briefing sessions to be provided to other members.

7 **Timetable for implementation**

7.1 The new local assessment regime came into effect on 8 May 2008.
Appendix 1

Amendments to Constitution 2008-09, Part 3, Section 1 (pages 85 – 86)

(A) New Terms of Reference of the Standards (Assessment) Sub-Committee

1. To receive allegations that a member of the Council has failed, or may have failed, to comply with the Council’s Code of Conduct for Members.

2. Upon receipt of each allegation and any accompanying report by the Monitoring Officer, to make an initial assessment of the allegation and do one of the following:

(a) Decide that no action should be taken in respect of the allegation;

(b) Ask for additional information from the complainant on the allegation before concluding the initial assessment;

(c) If the allegation is likely to be reasonably substantiated and it is in the public interest to warrant Council funds being spent on a local investigation, refer the allegation to the Council’s Monitoring Officer, with an instruction that s/he arranges for an investigation of the allegation or directs that s/he arranges training, conciliation or such other appropriate action as might be permitted by the relevant legislation;

(d) If the matter is of a serious nature (for example, there is a potential conflict of interest with the Standards Committee or the potential sanction(s) available to the Standards Committee might not be sufficient for the Standards Committee to deal with), refer the allegation to the Standards Board for England for investigation; or

(e) where the allegation is in respect of a person who is no longer a member of the Council, but is a member of another relevant authority (as defined in Section 49 of the Local Government Act 2000), refer the allegation to the Monitoring Officer of that other authority,

and shall instruct the Monitoring Officer to take all reasonable steps to implement its decision(s), with reasons, and to notify the person making the allegation and the member concerned of that decision.

3. Upon completion of an investigation by the Monitoring Officer, to determine, with reasons, whether:

(a) It accepts the Monitoring Officer’s finding of no failure to observe the Code of Conduct;

(b) The matter should be referred for consideration at a hearing before the Standards (Hearings) Sub-Committee; or

(c) The matter should be referred to the Adjudication Panel for determination.
(B) New Terms of Reference of the Standards (Review) Sub-Committee

1. To review, upon the request of a person who has made an allegation that a member of the Council has failed, or may have failed, to comply with the Council’s Code of Conduct, a decision of the Standards (Review) Sub-Committee that no action be taken in respect of that allegation.

2. Upon receipt of each such request and any accompanying report by the Monitoring Officer, to review the decision of the Standards (Assessment) Sub-Committee and do one of the following:

(a) Decide that no action should be taken in respect of the allegation;

(b) Ask for additional information from the complainant on the allegation before concluding the review;

(c) If the allegation is likely to be reasonably substantiated and it is in the public interest to warrant Council funds being spent on a local investigation, refer the allegation to the Council’s Monitoring Officer, with an instruction that s/he arranges for an investigation of the allegation or directs that s/he arranges training, conciliation or such other appropriate action as might be permitted by the relevant legislation;

(d) If the matter is of a serious nature (for example, there is a potential conflict of interest with the Standards Committee or the potential sanction(s) available to the Standards Committee might not be sufficient for the Standards Committee to deal with), refer the allegation to the Standards Board for England for investigation; or

(e) where the allegation is in respect of a person who is no longer a member of the Council, but is a member of another relevant authority (as defined in Section 49 of the Local Government Act 2000), refer the allegation to the Monitoring Officer of that other authority,

and shall instruct the Monitoring Officer to take all reasonable steps to implement its decision(s), with reasons, and to notify the person making the allegation and the member concerned of that decision.

(C) New Terms of Reference of the Standards (Hearings) Sub-Committee

In the event that a hearing of the Standards Committee is required, to hear and determine any allegation that a member of the Council has failed, or may have failed, to comply with the Council’s Code of Conduct in accordance with The Standards Committee (England) Regulations 2008 and approved local procedure.
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- Anonymous complaints
- Members with conflicts of interest
- Officers with conflicts of interest
- Personal conflicts
- Complaints about members of more than one authority

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### Local Assessment of Complaints

## 2 Local Assessment of Complaints

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- Review of 'no further action' decisions
- Notification requirements – reviews of local assessment decisions
- Other issues to consider
  - Access to meetings and decision making
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introduction

This guidance is designed to help members and officers in relevant authorities who are involved in the assessment of complaints that a member may have breached the Code of Conduct.

It details each stage of the assessment of complaints and offers suggestions for effective practice. In addition, it provides a toolkit of useful document templates that may be used or adapted by authorities as required.

The guide is aimed primarily at members of standards committees and monitoring officers, but will also provide a useful reference tool for all members and officers involved in the assessment of complaints.

It applies to:

- district, unitary, metropolitan, county and London borough councils
- English police authorities
- fire and rescue authorities (including fire and civil defence authorities)
- the London Fire and Emergency Planning Authority
- passenger transport authorities
- the Broads Authority
- national park authorities
- the Greater London Authority
- the Common Council of the City of London
- the Council of the Isles of Scilly

Each authority must develop effective procedures to fulfil its legislative requirements. Members and officers involved in the assessment of complaints must take this guidance into account when doing so.

You can contact the Standards Board for England on 0845 078 8181 or email enquiries@standardsboard.gov.uk
Introduction

Regulations

The Standards Board for England has issued this guidance to reflect the Standards Committee (England) Regulations 2008 (the regulations) in respect of the local assessment of complaints. These regulations derive from the Local Government Act 2000, as amended by the Local Government and Public Involvement in Health Act 2007.

The regulations set out the framework for the operation of a locally based system for the assessment, referral, investigation and hearing of complaints of member misconduct. Under the regulations, standards committees must take this guidance into account.

The regulations do not cover joint working between authorities. The government plans to issue more regulations to provide a framework for authorities to work jointly on the assessment, referral, investigation and hearing of complaints of misconduct by their members.

Background

More than 100,000 people give their time as members of authorities. The majority do so with the very best motives, and they conduct themselves in a way that is beyond reproach. However, public perception tends to focus on a minority who in some way abuse their positions or behave badly.

Anyone who considers that a member may have breached the Code of Conduct may make a complaint to that member’s local standards committee. Each complaint must then be assessed to see if it falls within the authority’s legal jurisdiction. A decision must then be made on whether some action should be taken, either as an investigation or some other form of action.

When a matter is referred for investigation or other action, it does not mean that the committee assessing the complaint has made up its mind about the allegation. It simply means that the committee believes the alleged conduct, if proven, may amount to a failure to comply with the Code and that some action should be taken in response to the complaint.

The process for dealing with matters at a local level should be the same for all members. It must be fair and be seen to be fair.

Responsibilities

The assessment of complaints that a member may have breached the Code of Conduct is a new function for standards committees. It was previously undertaken centrally by the Standards Board for England.

Where a member is the subject of an allegation, we shall refer to that member as a subject member.

We shall use the term independent member to describe a person – not a member or officer of that or any other relevant authority – who is appointed to an authority’s standards committee. Independent members work with the
Introduction

authority to develop and maintain standards of conduct for members and are appointed under Section 53 of the Local Government Act 2000 and Regulation 5 of the regulations. At least 25% of the members of a standards committee must be independent members.

In order to carry out its functions efficiently and effectively, the standards committee must establish sub-committees. Creating sub-committees will allow the separate functions involved in the handling of cases to be carried out without conflicts of interest. These functions are:

- the initial assessment of a complaint received by the standards committee
- any request a standards committee receives from a complainant to review its decision to take no action in relation to a complaint

The standards committee must establish a sub-committee which is responsible for assessing complaints that a member may have breached the Code. We shall refer to this as the assessment sub-committee.

The assessment sub-committee will need to consist of no less than three members of the standards committee, including an independent member. They must also be chaired by an independent member.

A complainant may make a request for a review of a standards committee’s decision where it decides to take no further action on a complaint. The standards committee must establish a sub-committee which is responsible for carrying out these reviews.

We shall refer to this as the review sub-committee.

This committee will also need to consist of no less than three members of the standards committee, including an independent member. They must also be chaired by an independent member.

There should be a minimum of three independent members on the standards committee to ensure that there is an independent member available without a conflict of interest for both the assessment and review sub-committees.

The standards committee can then effectively carry out these statutory functions, allowing for the situation of one independent member of the standards committee being absent or unavailable.

If the authority is responsible for any parish or town councils there should also be a minimum of three parish or town council representatives on the standards committee. This will ensure that there is a parish or town council representative available without a conflict of interest for both the assessment and review sub-committees when a complaint is considered about a member of a parish or town council.

The assessment and review sub-committees are not required to have fixed membership or a fixed chair.

Standards committee members who have been involved in decision making on the initial assessment of a complaint must not
introduction

take part in the review of that decision. This is to minimise the risk of conflicts of interest and ensure fairness for all parties.

Standards committee members involved in a complaint’s initial assessment, or in a review of a standards committee’s previous decision to take no further action, can take part in any subsequent standards committee hearing.

The purpose of the initial assessment decision or review is simply to decide whether any action should be taken on the complaint – either as an investigation or some other action. The assessment and review sub-committees make no findings of fact. Therefore, a member involved at the initial stage or the review stage may participate in a subsequent hearing, because a conflict of interest does not automatically arise.
Publicising the complaints system

Each authority is required to publish a notice detailing where Code of Conduct complaints should be sent to. This is to ensure that members of the public are aware of the change of responsibility for handling Code complaints and what the process entails. If an authority is responsible for parish and town councils, the notice should make this clear.

The complaints system may be publicised through:

- an authority’s website
- advertising in one or more local newspapers
- an authority’s own newspaper or circular
- notices in public areas such as local libraries or authority reception areas

It is important that the public notice reaches as many people as possible so that members of the public know how to complain if necessary.

The standards committee must also continue to publicise regularly the address that misconduct complaints should be sent to. In addition, the standards committee needs to alert the public to any changes in such arrangements.

Authorities need to think carefully about how publicity for their complaints system is worded. This is to ensure that members of the public are clear about how to complain, who to complain to, and if there may be an alternative to a formal complaint to the standards committee.

Authorities should also consider whether their constitution requires an amendment to reflect the introduction of the local assessment of complaints. The constitution should make it clear that the citizen’s right is to complain to the local standards committee and not to the Standards Board for England.

The standards committee must publish, in whatever manner it considers appropriate, details of the procedures it will follow in relation to any written allegation received about a member.

The submission of complaints and accessibility

There are two main ways in which authorities can set up procedures for the submission of complaints that a member may have breached the Code of Conduct:

- Authorities may choose to integrate the making of Code complaints into the existing complaints framework. This will mean that when a complaint is received, it can be analysed to decide which of the complaints processes is most appropriate. The authority can then advise the complainant accordingly.

- Authorities may choose to develop a separate process for Code complaints so the process for such complaints is distinct from all other complaints.

When deciding which option is most appropriate, authorities should consider that some complainants will not know where to direct their complaint.
Some complaints may also need to be considered through more than one of an authority’s complaint processes.

Officers dealing with incoming complaints will need to be alert to a complaint that a member may have breached the Code. If a written complaint specifies or appears to specify that it is in relation to the Code, then it should be passed to the assessment sub-committee for consideration.

Where an authority is responsible for parish and town councils, it should make this clear. It should also consider whether a separate complaint form or section of a complaint form should be used.

Where an existing complaint system is used, complaint forms may need to be amended to take into account complaints under the Code. Alternatively, authorities that choose to develop a separate system for the submission of Code complaints may produce a separate complaint form for this.

Without using a separate complaint form, authorities may find it sufficient to give clear guidelines as to the information that complainants need to provide.

This should include:

- the complainant’s name, address and other contact details
- complainant status, for example, member of the public, fellow member or officer
- who the complaint is about and the authority or authorities that the member belongs to
- details of the alleged misconduct including, where possible, dates, witness details and other supporting information
- equality monitoring data if applicable, for example nationality of the complainant
- a warning that the complainant’s identity will normally be disclosed to the subject member. Note: in exceptional circumstances, if it meets relevant criteria and at the discretion of the standards committee, this information may be withheld.

Complaints must be submitted in writing. This includes fax and electronic submissions. However, the requirement for complaints to be submitted in writing must be read in conjunction with the Disability Discrimination Act 2000 and the requirement to make reasonable adjustments.

An example of this would be in assisting a complainant who has a disability that prevents them from making their complaint in writing. In such cases, authorities may need to transcribe a verbal complaint and then produce a written copy for approval by the complainant or the complainant’s representative.

Authorities should also consider what support should be made available to
complainants where English is not the complainant’s first language.

When a complaint is addressed to the authority’s monitoring officer, the monitoring officer should determine whether the complaint should be directed to the assessment sub-committee or whether another course of action is appropriate. If the complaint is clearly not about member conduct, then the monitoring officer does not have to pass it to the assessment sub-committee.

A complaint may not necessarily be made in writing, for example it may be a concern raised with the monitoring officer verbally. In such cases, the monitoring officer should ask the complainant whether they want to formally put the matter in writing to the standards committee. If the complainant does not, then the monitoring officer should consider the options for informal resolution to satisfy the complainant.

**Acknowledging receipt of a complaint**

The monitoring officer has the discretion to take the administrative step of acknowledging receipt of a complaint and telling the subject member that a complaint has been made about them. When considering whether to do so, they should bear in mind the standards committee’s procedures with regard to withholding summaries. Please see the section on **Notification requirements** on page 18 for further information.

The notification can say that a complaint has been made, and state the name of the complainant (unless the complainant has requested confidentiality and the standards committee has not yet considered whether or not to grant it) and the relevant paragraphs of the Code of Conduct that may have been breached. It should also state that a written summary of the allegation will only be provided to the subject member once the assessment sub-committee has met to consider the complaint, and the date of this meeting, if known.

If a monitoring officer chooses to tell a subject member, the monitoring officer will need to be satisfied that they have the legal power to disclose the information they choose to reveal. In particular, the monitoring officer will need to consider any of the restrictions set out in Section 63 of the Local Government Act 2000 and as modified by Regulation 12 of the regulations. These are the provisions which deal with restrictions on disclosure of information. Additionally, the impact of the Data Protection Act 1998 should be considered.

Only the standards committee has the power, under Section 57C(2) of the Local Government Act 2000, as amended, to give a written summary of the allegation to a subject member.

The administrative processes that the authority adopts should be agreed with the standards committee as part of the processes and procedures that they must publish.
Pre-assessment reports and enquiries

Authorities may decide that they want the monitoring officer, or other officer, to prepare a short summary of a complaint for the assessment sub-committee to consider. This could, for example, set out the following details:

- whether the complaint is within jurisdiction

- the paragraphs of the Code of Conduct the complaint might relate to, or the paragraphs the complainant has identified

- a summary of key aspects of the complaint if it is lengthy or complex

- any further information that the officer has obtained to assist the assessment sub-committee with its decision – this may include:
  
  a) obtaining a copy of a declaration of acceptance of office form and an undertaking to observe the Code
  
  b) minutes of meetings
  
  c) a copy of a member’s entry in the register of interests
  
  d) information from Companies House or the Land Registry
  
  e) other easily obtainable documents

Officers may also contact complainants for clarification of their complaint if they are unable to understand the document submitted.

Pre-assessment enquiries should not be carried out in such a way as to amount to an investigation. For example, they should not extend to interviewing potential witnesses, the complainant, or the subject member.

Officers should not seek opinions on an allegation rather than factual information as this may prejudice any subsequent investigation. They should also ensure their report does not influence improperly the assessment sub-committee’s decision or make the decision for it.
**Initial tests**

Before assessment of a complaint begins, the assessment sub-committee should be satisfied that the complaint meets the following tests:

- it is a complaint against one or more named members of the authority or an authority covered by the standards committee
- the named member was in office at the time of the alleged conduct and the Code of Conduct was in force at the time
- the complaint, if proven, would be a breach of the Code under which the member was operating at the time of the alleged misconduct

If the complaint fails one or more of these tests it cannot be investigated as a breach of the Code, and the complainant must be informed that no further action will be taken in respect of the complaint.

**Developing assessment criteria**

The standards committee or its assessment sub-committee will need to develop criteria against which it assesses new complaints and decides what action, if any, to take. These criteria should reflect local circumstances and priorities and be simple, clear and open. They should ensure fairness for both the complainant and the subject member.

Assessing all new complaints by established criteria will also protect the committee members from accusations of bias. Assessment criteria can be reviewed and amended as necessary but this should not be done during consideration of a matter.

In drawing up assessment criteria, standards committees should bear in mind the importance of ensuring that complainants are confident that complaints about member conduct are taken seriously and dealt with appropriately. They should also consider that deciding to investigate a complaint or to take other action will cost both public money and the officers’ and members’ time. This is an important consideration where the matter is relatively minor.

Authorities need to take into account the public benefit in investigating complaints which are less serious, politically motivated, malicious or vexatious. Assessment criteria should be adopted which take this into account so that authorities can be seen to be treating all complaints in a fair and balanced way.

To assist in developing the criteria for accepting a complaint or for deciding to take no further action on it, a standards committee or assessment sub-committee may want to ask itself the following questions and consider the following response statements. These will provide a good foundation for developing assessment criteria in the context of local knowledge and experience:
Q: Has the complainant submitted enough information to satisfy the assessment sub-committee that the complaint should be referred for investigation or other action?

If the answer is no: “The information provided was insufficient to make a decision as to whether the complaint should be referred for investigation or other action. So unless, or until, further information is received, the assessment sub-committee is taking no further action on this complaint.”

Q: Is the complaint about someone who is no longer a member of the authority, but is a member of another authority? If so, does the assessment sub-committee wish to refer the complaint to the monitoring officer of that other authority?

If the answer is yes: “Where the member is no longer a member of our authority but is a member of another authority, the complaint will be referred to the standards committee of that authority to consider.”

Q: Has the complaint already been the subject of an investigation or other action relating to the Code of Conduct? Similarly, has the complaint been the subject of an investigation by other regulatory authorities?

If the answer is yes: “The matter of complaint has already been subject to a previous investigation or other action and there is nothing more to be gained by further action being taken.”

Q: Is the complaint about something that happened so long ago that there would be little benefit in taking action now?

If the answer is yes: “The period of time that has passed since the alleged conduct occurred was taken into account when deciding whether this matter should be referred for investigation or further action. It was decided under the circumstances that further action was not warranted.”

Q: Is the complaint too trivial to warrant further action?

If the answer is yes: “The matter is not considered to be sufficiently serious to warrant further action.”

Q: Does the complaint appear to be simply malicious, politically motivated or tit-for-tat?

If the answer is yes: “The matter appears to be simply malicious, politically motivated or tit-for-tat, and not sufficiently serious, and it was decided that further action was not warranted”.

The assessment criteria that the standards committee adopts should be made publicly available.
Initial assessment decisions

The assessment sub-committee should complete its initial assessment of an allegation within an average of 20 working days, to reach a decision on what should happen with the complaint.

The assessment sub-committee is required to reach one of the three following decisions on a complaint about a member’s actions in relation to the Code of Conduct:

- referral of the complaint to the monitoring officer of the authority concerned, which under section 57A(3) of the Local Government Act 2000, as amended, may be another authority
- referral of the complaint to the Standards Board for England
- no action should be taken in respect of the complaint

New rules have been made about what the assessment sub-committee must do when a decision has been made. Please see the section on Access to meetings and decision making on page 22 for further information.

The time that the assessment sub-committee takes to carry out its initial assessment of a complaint is key in terms of being fair to the complainant and the subject member. It is also in the public interest to make a timely decision within an average of 20 working days. The assessment sub-committee should therefore aim to achieve this target wherever possible.

Referral for local investigation

When the assessment sub-committee considers a new complaint, it can decide that it should be referred to the monitoring officer for investigation.

The monitoring officer must write to the relevant parties informing them of the decision and, if appropriate, advising who will be responsible for conducting the investigation. Please see the section on Notification requirements on page 18 for further information.

Referral to the Standards Board for England

In most cases, authorities will be able to deal with the investigation of complaints concerning members of their authorities and, where relevant, the parish and town councils they are responsible for. However, there will sometimes be issues in a case, or public interest considerations, which make it difficult for the authority to deal with the case fairly and speedily. In such cases, the assessment sub-committee may wish to refer a complaint to the Standards Board to be investigated by an ethical standards officer.

If the assessment sub-committee believes that a complaint should be investigated by the Standards Board, it must take immediate steps to refer the matter. It would be helpful if the assessment...
sub-committee let us know the paragraph or paragraphs of the Code of Conduct that it believes the allegation refers to and the reasons why it cannot be dealt with locally.

We may accept cases for investigation by an ethical standards officer, take no action, or refer cases back to the standards committee which referred them. When deciding which of these actions to take, we will be principally concerned with supporting the ethical framework nationally and locally.

We will take the following matters into account in deciding which cases we should accept in the public interest:

- Does the standards committee believe that the status of the member or members, or the number of members about whom the complaint is made, would make it difficult for them to deal with the complaint? For example, is the member a group leader, elected mayor or a member of the authority’s cabinet or standards committee?

- Does the standards committee believe that the status of the complainant or complainants would make it difficult for the standards committee to deal with the complaint? For example, is the complainant a group leader, elected mayor or a member of the authority’s cabinet or standards committee, the chief executive, the monitoring officer or other senior officer?

- Does the standards committee believe that there is a potential conflict of interest of so many members of the standards committee that it could not properly monitor the investigation?

- Does the standards committee believe that there is a potential conflict of interest of the monitoring officer or other officers and that suitable alternative arrangements cannot be put in place to address the conflict?

- Is the case so serious or complex, or involving so many members, that it cannot be handled locally?

- Will the complaint require substantial amounts of evidence beyond that available from the authority’s documents, its members or officers?

- Is there substantial governance dysfunction in the authority or its standards committee?

- Does the complaint relate to long-term or systemic member/officer bullying which could be more effectively investigated by someone outside the authority?

- Does the complaint raise significant or unresolved legal issues on which a national ruling would be helpful?

- Might the public perceive the authority to have an interest in the outcome of a case? For example if the authority could be liable to be judicially reviewed if the complaint is upheld.

- Are there exceptional circumstances which would prevent the authority or its...
standards committee investigating the complaint competently, fairly and in a reasonable period of time, or meaning that it would be unreasonable for local provision to be made for an investigation?

We will normally inform the monitoring officer within ten working days whether we will accept a case or whether we will refer it back to the standards committee, with reasons for doing so. There is no appeal mechanism against our decision.

**Referral back to a standards committee from the Standards Board for England**

If we decline to investigate a complaint referred to us, we will normally send it back to the authority’s standards committee with the reasons why. The standards committee must then decide what action should be taken next.

The assessment sub-committee must again take an assessment decision and should complete this within an average of 20 working days.

This may be a decision not to take any further action, to refer the matter for local investigation, or to refer the matter for some other form of action. As the assessment sub-committee initially decided that the matter was serious enough to be referred to the Standards Board for investigation, it is likely that it will still think that it should be investigated.

However, if the circumstances of the complaint have changed since the assessment sub-committee’s original decision, it may be reasonable to take a different decision. This decision will again need to be communicated to relevant parties in the same way as the original decision was. Please see the section on **Notification requirements** on page 18 for further information.

If we decline to investigate a case referred to us, we may, in the circumstances, offer guidance or give a direction to the standards committee, which may assist with the standards committee’s decision.

In exceptional circumstances, we may decide to take no further action on a complaint referred to us by a standards committee. This is likely to be where circumstances have changed so much that there would be little benefit arising from investigation or other action, or because we do not consider that the complaint discloses a breach of the Code of Conduct.

**Referral for other action**

When the assessment sub-committee considers a new complaint, it can decide that other action to an investigation should be taken and it can refer the matter to the monitoring officer to carry this out. It may not always be in the interests of good governance to undertake or complete an investigation into an allegation of misconduct. The assessment sub-committee must consult its monitoring officer before reaching a decision to take other action.
The suitability of other action is dependent on the nature of the complaint. Certain complaints that a member has breached the Code of Conduct will lend themselves to being resolved in this way. They can also indicate a wider problem at the authority concerned. Deciding to deal pro-actively with a matter in a positive way that does not involve an investigation can be a good way to resolve matters that are less serious. Other action can be the simplest and most cost effective way of getting the matter resolved, helping the authority to work more effectively, and of avoiding similar complaints in the future.

The assessment sub-committee can choose this option in response to an individual complaint or a series of complaints. The action decided upon does not have to be limited to the subject member or members. In some cases, it may be less costly to choose to deal with a matter in this way rather than through an investigation, and it may produce a more effective result.

It is not possible to set out all the circumstances where other action may be appropriate, but an example is where the authority to which the subject member belongs appears to have a poor understanding of the Code and authority procedures. Evidence for this may include:

- a number of members failing to comply with the same paragraph of the Code
- officers giving incorrect advice
- failure to adopt the Code
- inadequate or incomplete protocols for use of authority resources

Other action may also be appropriate where a breakdown in relationships within the authority is apparent, evidence of which may include:

a) a pattern of allegations of disrespect, bullying or harassment
b) factionalised groupings within the authority
c) a series of ‘tit-for-tat’ allegations
d) ongoing employment issues, which may include resolved or ongoing employment tribunals, or grievance procedures

The assessment sub-committee is encouraged to consider other action on a practical basis, taking into account the needs of their own authority and of the parish and town councils which they serve. Everyone involved in the process will need to understand that the purpose of other action is not to find out whether the member breached the Code – the decision is made as an alternative to investigation.

If the monitoring officer embarks on a course of other action, they should emphasise to the parties concerned that no conclusion has been reached on whether the subject member failed to comply with the Code.

Complaints that have been referred to the monitoring officer for other action should not then be referred back to the standards committee if the other action is perceived to have failed. This is unfair to the subject member, and a case may be jeopardised if it has been discussed as part of a mediation process. There is also a difficulty with defining ‘failure’ in terms of...
the other action undertaken. The decision to take other action closes the opportunity to investigate and the assessment sub-committee should communicate this clearly to all parties.

Standards committees may find it helpful to introduce a requirement for the parties involved to confirm in writing that they will co-operate with the process of other action proposed. An example of this would be writing to the relevant parties outlining:

- what is being proposed
- why it is being proposed
- why they should co-operate
- what the standards committee hopes to achieve

However authorities choose to take this forward, the important thing is that all parties are clear about what is, and what is not, going to happen in response to the complaint.

The following are some examples of alternatives to investigation:

- arranging for the subject member to attend a training course
- arranging for that member and the complainant to engage in a process of conciliation
- instituting changes to the procedures of the authority if they have given rise to the complaint

Standards committees may find that resolving a matter in this way is relatively quick and straightforward compared to a full investigation.

**Decision to take no action**

The assessment sub-committee can decide that no action is required in respect of a complaint. For example, this could be because the assessment sub-committee does not consider the complaint to be sufficiently serious to warrant any action. Alternatively, it could be due to the length of time that has elapsed since the alleged conduct took place and the complaint was made. The decision reached by the assessment sub-committee and the reasons for it should adhere to the assessment criteria that the standards committee or assessment sub-committee have agreed.

It is important to underline that where no potential breach of the Code of Conduct is disclosed by the complaint, no matter what its source or whoever the subject member, no action can be taken by the standards committee in respect of it. The matter of referral for investigation or other action therefore does not arise.

The complainant should be advised of their right to ask for a review of a decision to take no action. They should be told that they can exercise this right by writing to the standards committee with their reasons for requesting a review. The complainant should be advised of the date by which their review request should be received by the standards committee.
That date is 30 working days after the initial assessment decision is received.

Notification requirements – local assessment decisions

If the assessment sub-committee decides to take no action over a complaint, then as soon as possible after making the decision it must give notice in writing of the decision and set out clearly the reasons for that decision. Where no potential breach of the Code is disclosed, the assessment sub-committee must explain in the decision notice what the allegation was and why they believe this to be the case. This notice must be given to the relevant parties.

The relevant parties will be the complainant and the subject member. If the subject member is a parish or town councillor, their parish or town council must also be notified. We suggest that the standards committee sends out its decision notice within five working days of the decision being made.

If the assessment sub-committee decides that the complaint should be referred to the monitoring officer or to the Standards Board for England, it must send a summary of the complaint to the relevant parties. It should state what the allegation was and what type of referral it made, for example whether it referred the complaint to the monitoring officer or to the Standards Board for investigation. The decision notice must explain why a particular referral decision has been made. After it has made its decision, the assessment sub-committee does not have to give the subject member a summary of the complaint, if it decides that doing so would be against the public interest or would prejudice any future investigation.

This could happen where it is considered likely that the subject member may intimidate the complainant or the witnesses involved. It could also happen where early disclosure of the complaint may lead to evidence being compromised or destroyed. The assessment sub-committee needs to take such possibilities into account when developing with its monitoring officer any process that notifies a member about a complaint made against them.

The assessment sub-committee should take advice from the monitoring officer in deciding whether it is against the public interest to inform the subject member of the details of the complaint made against them. It should also take advice from the monitoring officer in deciding whether informing the subject member of the details of the complaint would prejudice a person’s ability to investigate it.

The monitoring officer will need to carry out an assessment of the potential risks to the investigation. This is to determine whether the risk of the case being prejudiced by the subject member being informed of the details of the complaint at that stage may outweigh the fairness of notifying the subject member. An example of this is allowing the subject member to preserve any evidence. The monitoring officer should then advise the assessment sub-committee accordingly.
The assessment sub-committee can use its discretion to give limited information to the subject member if it decides this would not be against the public interest or prejudice any investigation. Any decision to withhold the summary must be kept under review as circumstances change.
Reviews of ‘no further action’ decisions

If the assessment sub-committee decides not to take any action on a complaint, then the complainant has a right of review over that decision.

The review sub-committee must carry out its review within a maximum of three months of receiving the request. We recommend that the review sub-committee adopts a policy of undertaking the review within the same timescale as the initial assessment decision is taken, aiming to complete the review within an average of 20 working days.

The review must be, and must be seen to be, independent of the original decision. Members of the assessment sub-committee who made the original decision must not take part in the review of that decision. A separate review sub-committee, made up of members of the standards committee, must consider the review.

The review sub-committee should apply the same criteria used for initial assessment. The review sub-committee has the same decisions available to it as the assessment sub-committee.

There may be cases where further information is made available in support of a complaint that changes its nature or gives rise to a potential new complaint. In such cases, the review sub-committee should consider carefully if it is more appropriate to pass this to the assessment sub-committee to be handled as a new complaint. In this instance, the review sub-committee will still need to make a formal decision that the review request will not be granted.

For example, a review may be more appropriate if a complainant wishes to challenge that:

- not enough emphasis has been given to a particular aspect of the complaint
- there has been a failure to follow any published criteria
- there has been an error in procedures

However, if more information or new information of any significance is available, and this information is not merely a repeat complaint, then a new complaint rather than a request for review may be more suitable.

Notification requirements – reviews of local assessment decisions

If the standards committee receives a review request from the complainant, it must notify the subject member that it has received the request. We recommend that all relevant parties are notified when a review request is received.

When the review sub-committee reviews the assessment sub-committee’s decision it has the same decisions available to it that the assessment sub-committee had. It could be decided that no action should be taken on the complaint. In this case, the review sub-committee must, as soon as
possible after making the decision, give the complainant and the subject member notice in writing of both the decision and the reasons for the decision. If the subject member is a parish or town councillor, the review sub-committee must also give written notice to the parish or town council.

If it is decided that the complaint should be referred to the monitoring officer or to the Standards Board for England, the standards committee should write to the relevant parties telling them this and letting them have a summary of the complaint. The decision notice must explain why that particular referral decision has been made.

We recommend that the review sub-committee sends out its decision notice within five working days of the decision being made.
Access to meetings and decision making

Initial assessment decisions, and any subsequent review of decisions to take no further action on a complaint, must be conducted in closed meetings. These are not subject to the notice and publicity requirements under Part 5 of the Local Government Act 1972.

Such meetings may have to consider unfounded and potentially damaging complaints about members, which it would not be appropriate to make public. As such, a standards committee undertaking its role in the assessment or review of a complaint is not subject to the following rules:

- rules regarding notices of meetings
- rules on the circulation of agendas and documents
- rules over public access to meetings
- rules on the validity of proceedings

Instead, Regulation 8 of the regulations sets out what must be done after the assessment or review sub-committee has considered a complaint. The new rules require a written summary to be produced which must include:

- the main points considered
- the conclusions on the complaint
- the reasons for the conclusion

The summary must be written having regard to this guidance and may give the name of the subject member unless doing so is not in the public interest or would prejudice any subsequent investigation.

The written summary must be made available for the public to inspect at the authority’s offices for six years and given to any parish or town council concerned. The summary does not have to be available for inspection or sent to the parish or town council until the subject member has been sent the summary.

In limited situations, a standards committee can decide not to give the written summary to the subject member when a referral decision has been made and, if this is the case, authorities should put in place arrangements which deal with when public inspection and parish or town council notifications will occur. This will usually be when the written summary is eventually given to the subject member during the investigation process. Please see the section on Notification requirements on page 18 for further information.

Review of a decision to take no further action on a complaint is not subject to access to information rules in respect of local government committees.

In addition, authorities must have regard to their requirements under Freedom of Information and Data Protection legislation.

Withdrawing complaints

There may be occasions when the complainant asks to withdraw their complaint prior to the assessment sub-committee having made a decision on it.
In these circumstances, the assessment sub-committee will need to decide whether to grant the request. It would be helpful if the assessment sub-committee had a framework by which to consider such requests. The following considerations may apply:

- Does the public interest in taking some action on the complaint outweigh the complainant’s desire to withdraw it?

- Is the complaint such that action can be taken on it, for example an investigation, without the complainant’s participation?

- Is there an identifiable underlying reason for the request to withdraw the complaint? For example, is there information to suggest that the complainant may have been pressured by the subject member, or an associate of theirs, to withdraw the complaint?

**Multiple and vexatious complaints**

An authority may receive a number of complaints from different complainants about the same matter. Authorities should have procedures in place to ensure that they are dealt with in a manner that is a practical use of time and resources.

A number of complaints about the same matter may be considered by the assessment sub-committee at the same meeting. If so, an officer should be asked to present one report and recommendation that draws together all the relevant information and highlights any substantively different or contradictory information. However, the assessment sub-committee must still reach a decision on each individual complaint and follow the notification procedure for each complaint.

Unfortunately, a small number of people abuse the complaints process. Authorities may want to consider developing a policy to deal with this. For example, they could bring it within the scope of any existing authority policies on vexatious or persistent complainants, or take action to limit an individual's contact with the authority.

However, standards committees must consider every new complaint that they receive in relation to the Code of Conduct. If the standards committee has already dealt with the same complaint by the same person and the monitoring officer does not believe that there is any new evidence, then a complaint does not need to be considered.

A person may make frequent allegations about members, most of which may not have any substance. Despite this, new allegations must still be considered as they may contain a complaint that requires some action to be taken.

Even where restrictions are placed on an individual’s contact with the authority, they cannot be prevented from submitting a complaint.

Vexatious or persistent complaints or complainants can usually be identified through the following patterns of
other issues to consider

behave, which may become apparent in the complaints process:

- repeated complaints making the same, or broadly similar, complaints against the same member or members about the same alleged incident
- use of aggressive or repetitive language of an obsessive nature
- repeated complaints that disclose no potential breach of the Code
- where it seems clear that there is an ulterior motive for a complaint or complaints
- where a complainant refuses to let the matter rest once the complaints process (including the review stage) has been exhausted

There are ways that authorities can reduce the resources expended. For example, they can allow a vexatious complainant to deal with only one named officer or refuse email communication. Authorities can also include a statement in their referrals criteria that malicious or tit-for-tat complaints are unlikely to be investigated unless they also raise serious matters. This will allow authorities to decide not to investigate or take other action on such complaints if appropriate.

Case history

Authorities should consider developing a complaints management system. Records of all complaints and their outcomes should be retained in line with the authority’s records management policy. This policy may need to be amended to reflect the authority’s new responsibilities in the local assessment of complaints.

Documents that relate to complaints that the assessment sub-committee decided not to investigate should be kept for a minimum of 12 months after the outcome of any review that has been concluded. This is in case of legal challenges, and also in order to meet the Standards Board for England’s monitoring requirements.

Authorities should set a time limit for records retention after the outcome of any hearing or result of further action in respect of a complaint is known. This should be set in accordance with the authority’s own file retention policy and in accordance with the principles of data protection.

Authorities should keep details of cases in a format that is easy to search by complainant name, by member name, and by authority where an authority is responsible for parish and town councils. Authorities may also want to search by paragraph of the authority’s Code of Conduct.

Old cases may be relevant to future complaints if they show a pattern of behaviour. Authorities will also be able to identify complaints about the same matter that have already been considered by the standards committee.
other issues to consider

Authorities will need to consider records management alongside the law on keeping records of committees.

Confidentiality

As a matter of fairness and natural justice, a member should usually be told who has complained about them. However, there may be instances where the complainant asks for their identity to be withheld. Such requests should only be granted in exceptional circumstances and at the discretion of the assessment sub-committee. The assessment sub-committee should consider the request for confidentiality alongside the substance of the complaint itself.

Authorities should develop criteria by which the assessment sub-committee will consider requests for confidentiality. These may include the following:

- The complainant has reasonable grounds for believing that they will be at risk of physical harm if their identity is disclosed.

- The complainant is an officer who works closely with the subject member and they are afraid of the consequences to their employment or of losing their job if their identity is disclosed (this should be covered by the authority’s whistle-blowing policy).

- The complainant suffers from a serious health condition and there are medical risks associated with their identity being disclosed. In such circumstances, standards committees may wish to request medical evidence of the complainant’s condition.

In certain cases, such as allegations of bullying, revealing the identity of the complainant may be necessary for investigation of the complaint. In such cases the complainant may also be given the option of requesting a withdrawal of their complaint.

When considering requests for confidentiality, the assessment sub-committee should also consider whether it is possible to investigate the complaint without making the complainant’s identity known.

If the assessment sub-committee decides to refuse a request by a complainant for confidentiality, it may wish to offer the complainant the option to withdraw, rather than proceed with their identity being disclosed. In certain circumstances, the public interest in proceeding with an investigation may outweigh the complainant’s wish to have their identity withheld from the subject member. The assessment sub-committee will need to decide where the balance lies in the particular circumstances of each complaint.

Anonymous complaints

Authorities should publish a statement setting out how complaints received anonymously will be dealt with. The assessment sub-committee may decide that an anonymous complaint should only be referred for investigation or some other action if it includes documentary or
photographic evidence indicating an exceptionally serious or significant matter. If so, this needs to be included in the standards committee’s assessment criteria.

**Members with conflicts of interest**

**Note**: this section does not deal with any interests which may arise under the Code of Conduct, which members must also keep in mind and deal with as appropriate.

A member of the standards committee who was involved in any of the following decisions **can** be a member of the committee that hears and determines the complaint at the conclusion of an investigation:

- the initial assessment decision
- a referral back for another assessment decision
- a review of an assessment decision

The assessment decision relates only to whether the complaint discloses something that needs to be investigated or referred for other action. It does not determine whether the conduct took place or whether it was a breach of the Code. The standards committee hearing the case will decide on the evidence before it as to whether the Code has been breached and, if so, if any sanction should apply.

The assessment process must be conducted with impartiality and fairness. There may be cases where it would not be appropriate for a member to be involved in the process, even if not disqualified from doing so by law. Any member who is a complainant or one of the following should not participate in the assessment process:

- anyone closely associated with someone who is a complainant
- a potential witness or victim relating to a complaint

In certain situations, a standards committee member might initially be involved with the initial assessment of a case that is then referred to the Standards Board for England or to the authority’s monitoring officer. The case might then be referred back to the standards committee to consider again. In such circumstances, the member may continue their participation in the assessment process.

However, a standards committee member who is involved at these assessment stages of the process, either initially or following a referral back from the Standards Board or monitoring officer, must not participate in the review of that decision.

Authorities should ensure that their standards committee has sufficient independent members, and parish or town representatives where applicable, for the framework to operate effectively. This should allow for circumstances where members are unable to participate for reasons of conflict of interest.
Officer with conflicts of interest

An officer who has previously advised a subject member or who has advised the complainant about the issues giving rise to a complaint should consider whether they can properly take part in the assessment process. For example, a conflict of interest could mean that the officer will not be able to:

- draft letters
- prepare reports
- contact complainants
- attend the final hearing of that complaint

The officer should also consider whether they should stand aside due to their prior involvement, which has been such that others involved may view them as biased. Officers should take legal advice if they have any doubts.

If the officer has taken part in supporting the assessment or hearing process then they should not be involved in the investigation of that matter. This is so that the officer can minimise the risk of conflicts of interest that may arise and ensure fairness for all parties.

The monitoring officer should act as the main adviser to the standards committee unless the monitoring officer has an interest in a matter that would prevent them from performing the role independently.

If the monitoring officer is unable to take part in the assessment process, their role should be delegated to another appropriate officer of the authority, such as the deputy monitoring officer. Similarly, the role of any other officer who is unable to take part in the assessment process should be taken by another officer.

Smaller authorities may find it useful to make reciprocal arrangements with neighbouring authorities. This is to ensure that an experienced officer is available to deputise for the monitoring officer if they are unable to take part in the assessment process.

Personal conflicts

Members and officers should take care to avoid any personal conflicts of interest arising when participating in the consideration of a complaint that a member may have breached the Code of Conduct. The provisions of the authority’s Code relating to personal and prejudicial interests apply to standards committee members in meetings and hearings.

Anyone who has a prejudicial interest or who is involved with a complaint in any way should not take part in the assessment or review sub-committee. Decisions made in an assessment or review sub-committee should not be influenced by anything outside the papers and advice put before the members in that committee. The members should not discuss complaints with others who are not members of the committee which deals with the assessment or review. Discussions between members should only take place at official meetings.
Authorities should have clear guidelines in place on when a member or officer should not take part in the assessment of a complaint because of personal interests. These may include consideration of the following:

- The complaint is likely to affect the well-being or financial position of that member or officer or the well-being or financial position of a friend, family member or person with whom they have a close association.

- The member or officer is directly or indirectly involved in the case in any way.

- A family member, friend or close associate of the member or officer is involved in the case.

- The member or officer has an interest in any matter relating to the case. For example, it concerns a member’s failure to declare an interest in a planning application in which the member or officer has an interest. This is despite the fact that the outcome of any investigation or other action could not affect the decision reached on the application.

Complaints about members of more than one authority

In such cases, the member may have failed to comply with more than one authority’s Code of Conduct. For example, an individual who is a member of a district council and a police authority may be the subject of complaints that they have breached the Code of both authorities. As such, it would be possible for both the assessment sub-committee of the district council and the assessment sub-committee of the police authority to receive complaints against the member.

Where a complaint is received about a dual-hatted member, the monitoring officer of the authority should check if a similar allegation has been made to the other authority, or authorities, on which the member serves.

Decisions on which standards committee should deal with a particular complaint must then be taken by the standards committees themselves, following discussion with each other. They may take advice as necessary from the Standards Board for England.

This will allow for a cooperative approach, including sharing knowledge and information about local circumstances, and cooperation in carrying out investigations to ensure resources are used effectively.

Authorities should also consider whether they need to establish a data sharing protocol with other relevant authorities. The government and the Information Commissioner’s Office have produced guidance on such protocols. Visit [www.ico.gov.uk](http://www.ico.gov.uk) for further details on the work of the Information Commissioner.
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introduction

This guidance is on the Standards Committee (England) Regulations 2008 (the regulations). It gives our view on the role and make-up of standards committees. The regulations are mandatory. This guidance must be taken into account by your authority. It is aimed primarily at members of standards committees and monitoring officers but will also provide a useful reference tool for all members and officers.

It applies to:

- district, unitary, metropolitan, county and London borough councils
- English and Welsh police authorities
- fire and rescue authorities (including fire and civil defence authorities)
- the London Fire and Emergency Planning Authority
- passenger transport authorities
- the Broads Authority
- national park authorities
- the Greater London Authority
- the Common Council of the City of London
- the Council of the Isles of Scilly

Members of parish and town councils may also find this guide useful.

The Local Government Act 2000 says that your authority must set up a standards committee. The regulations set out the rules governing the size and composition of a standards committee and should be read alongside this guidance.

Throughout this guidance we use the term ‘independent member’ to describe members appointed by the authority under Section 53(4)(b) of the Local Government Act 2000, and Regulation 5 of the regulations.

You may also like to consult our guidance Local assessment of complaints available from our website www.standardsboard.gov.uk.

You can contact the Standards Board for England on 0845 078 8181 or email enquiries@standardsboard.gov.uk.
The main role of a standards committee is to promote and maintain high standards of conduct throughout its authority. One of the aims of setting up a standards committee is to create a sense of ‘ethical well-being’ in the authority.

The Standards Board for England believes there needs to be a culture of high standards in every authority. Each authority has the opportunity to reinforce its position as a leader in standards of conduct, setting an example to other bodies it works with, and to the community at large.

Standards committees, and indeed monitoring officers, are at the heart of the standards framework. They promote, educate and support members in following the highest standards of conduct and ensuring that those standards are fully owned locally.

Standards committees have a key role to play in creating an ethical organisation and setting an example for their councils. Indeed, creating and maintaining an ethical organisation is not just about adopting and enforcing the Code. It is also about relationships, both internally between members and authority staff, and externally with members of the public and other stakeholders. It is about how the authority relates to the community and other stakeholders, and improves the service it provides.

Standards committees have the following functions:

- **Main functions**
  - to promote and maintain high standards of conduct for members
  - to help members to follow the Code of Conduct

- **Specific functions**
  - to give the council advice on adopting a local Code
  - to monitor the effectiveness of the Code
  - to train members on the Code, or arrange for such training
  - to assess and review complaints about members
  - to conduct determinations’ hearings
  - to grant dispensations to members with prejudicial interests
  - to grant exemptions for politically restricted posts

The functions set out in this section should be included in the committee’s ‘terms of reference’. Standards committees can also undertake other functions as they consider appropriate.

The Audit Commission has recommended that authorities set up audit committees. The role of the standards committee should complement the role of the audit committee. While the audit committee
should oversee the financial processes, standards committees should take the lead on promoting good ethical conduct. It is important that committees are clear about their roles and responsibilities, and that there are clear distinctions in their terms of reference. This will avoid confusion, disputes and possible duplication.

If you change the terms of reference of your standards committee, you must send a copy of the amended terms of reference to us. We are happy for you to email this to us at [enquiries@standardsboard.gov.uk](mailto:enquiries@standardsboard.gov.uk)

**Adopting the Code of Conduct**

Your authority must have adopted a local Code of Conduct by 1 October 2007, or as soon as possible after this date. In order to adopt a Code your standards committee must become familiar with the Model Code. Your local Code must include all of the provisions of the Model Code, and these cannot be changed. All of the provisions in the Model Code automatically apply, even if you do not adopt them all in your local Code. Your authority may also adopt extra provisions in its Code to suit local circumstances as long as those provisions are consistent with the Model Code.

You can amend and readopt your local Code at any time as long as it still contains all of the mandatory provisions of the Model Code.

We believe that all members should be judged by the same standards. If you add provisions to the Model Code, you should be aware that members will be assessed against these extra provisions. If you do add extra provisions, we advise you obtain legal advice to make sure these provisions can be enforced and do not breach any relevant law or regulation, such as the Human Rights Act.

Standards committee members can act as examples to other members by supporting the adoption of the Code, and by discussing ethical issues widely with their colleagues. They should lead by example in declaring the existence and nature of their interests at meetings, and by supporting and promoting attendance at training events. This will help keep the principles which govern the conduct of members and the Code at the centre of the authority’s culture and values.

**Publicising adoption of the Code of Conduct**

When your authority has adopted a Code of Conduct or a revised Code, the monitoring officer must publish a notice in one or more local newspapers. This notice should say that a Code has been adopted and that it is available for public inspection. If your council publishes its own paper and prints a notice in that paper, it must also print a notice in another local paper. The notice must say that it can be seen by members of the public at all reasonable hours. We would expect you to place the notice on your website, with links to your complaints’ process and forms.

Parish and town councils have the same duty as principal authorities to publish a notice in one or more local newspapers.
when they have adopted the Code. Your authority can help the parish and town councils in your area to do this. Advertising can be expensive, so bear in mind that one advertisement can publicise Codes for several authorities in your area, for example, several parish and town councils.

If you decide to do this, the advertisement could simply list the authorities in the area that have adopted the Code and where it is available for the public to view. The advertisement should be placed in a publication covering all of the authority’s area. Your authority can also advertise the Code on its website. But it must additionally publish its Code in one local newspaper, which excludes the newspaper in your own council.

If you make amendments to your Code, you must send a copy of the Code you have adopted to the Standards Board for England. If you add provisions to the Model Code, you should highlight any changes before sending them to us.

We are happy for you to email amended Codes to us at enquiries@standardsboard.gov.uk

Training members on the Code of Conduct

Standards committees are responsible for training members on matters relating to the Code of Conduct, or for arranging appropriate training to be provided. Training is an excellent way for your authority to set out the standards of conduct it expects from its members.

The training should ensure that members know about the workings and implications of the Code, as they are required to sign an undertaking to comply with it.

It would be good practice for standards committees to issue guidance notes or memos through their minutes to run alongside the Code. These could include guidance or protocols on local issues and an explanation of any extra provisions proposed to be added to the Code. This guidance could also be included in a members’ handbook and placed on your website.

If your authority is responsible for any parish or town councils, it must also make sure that training is available to members of those councils. You may want to consult county associations to see if they provide any training.

We strongly encourage different tiers of local government to work together on ethical matters, particularly with training. This is because all members should know their rights and responsibilities, regardless of the type of authority.

Standards committees may like to base the training around some examples of potential ethical misconduct. This will allow members to see some of the provisions in action. Case summaries of completed investigations into misconduct are available on our website at www.standardsboard.gov.uk. Alternatively, you can consult our Case Review publication which is also available on our website.
Monitoring officers should be able to provide their standards committee with the training materials published by the Standards Board.

**Monitoring the effectiveness of the Code of Conduct**

Standards committees need to monitor how effectively members are adhering to the Code of Conduct, the type of complaints received and how quickly these complaints are dealt with. This will help identify where problems are and what should be included in future guidance and training. Monitoring officers may provide overview reports to the committee highlighting these issues.

Monitoring officers will also make quarterly and annual returns to the Standards Board for England on the operation of the Code in their authority and the standards framework locally.

The Standards Board consulted authorities to determine how they will tell us that the local arrangements are working. We have designed a monitoring system based on what standards committees need locally. The system enables authorities to provide information to the Standards Board as simply as possible. Authorities will be able to use the system locally for their own records, to keep standards committees informed of the authority’s ethical activities. Giving standards committees a wider role

The Local Government Act 2000 allows your authority to give the standards committee extra functions to give them a wider governance role. Some standards committees do take on extra functions. These may include:

- dealing with the protocol for members and authority employees’ relations
- receiving reports on complaints procedures and/or reports from the Local Government Ombudsman or external auditors
- setting up the independent remuneration panel
- commenting on recommendations on members’ allowances
- advising the council on the appointment of independent members

We believe that giving standards committees wider-reaching responsibilities is a positive step and will help promote confidence in local democracy. It will also provide a workload which is regular and interesting, and should in turn aid the recruitment and retention of independent members.

Authorities should review their constitutions regularly, at least once every five years. A constitution should be a living document provided to members, available to the public and staff, and placed on your
website. You may want to consider making the standards committee responsible for this and for ensuring the constitution is designed to reduce the opportunity for misconduct and to promote effective governance. This will also mean that processes are properly accountable to both members and the public, and that relations with outside organisations are properly managed.

A wider role for standards committees can also be valuable for the following reasons:

- a work programme prevents ethics slipping off the agenda
- periodic ethical audits highlight any systemic weaknesses
- standards committees provide a useful structure for learning from the experiences and cases in other authorities
- standards committees can provide support to relevant officers when faced with a highly politicised environment

Granting dispensations

Members can apply to their standards committee for a dispensation to allow them to attend meetings where they would otherwise be excluded because they have a prejudicial interest. This can happen when more than 50% of the council or a committee would be prevented from taking part in a meeting because of prejudicial interests, or when the political balance of the council or committee would be upset.

Dispensations must be applied for in writing individually, and not as a group or authority. If the standards committee approves the application, it must grant the dispensation in writing and before the meeting is held.

Only the standards committee can grant the dispensation and will do so at its discretion. Standards committees will need to balance public interests when granting dispensations. They will have to balance the public interest in preventing members with prejudicial interests from taking part in decisions, against the public interest in decisions being taken by a reasonably representative group of authority members. If a failure to grant a dispensation will result in an authority or committee not achieving the minimum number of members required for the group, this may be sufficient grounds for granting a dispensation.

However, paragraph 12(2) of the 2007 Model Code of Conduct enables members to represent their community and speak on issues important to the community and themselves, even when they have a prejudicial interest. This is to support members’ roles as community advocates.

If members have a prejudicial interest, under paragraph 12(2), they will be able to make representations, answer questions or give evidence relating to that business. This is provided that members of the public are also allowed to attend the meeting for the same purpose.
functions of standards committees

Note: there is a problem with the drafting of the Relevant Authorities (Standards Committee) (Dispensations) Regulations 2002. The political balance criterion for granting dispensations is linked to an authority being able to comply with its duty under the Local Government and Housing Act 1989.

This duty requires the appointment of committees that reflect the overall political balance of an authority. However, the duty does not arise in relation to individual meetings, either of the authority or its committees. For this reason, it is difficult to envisage circumstances in which the criterion would be met.

Politically restricted posts

The Local Government and Public Involvement in Health Act 2007 imposed new duties in relation to politically restricted posts under the Local Government and Housing Act 1989 on standards committees. These are outside the scope of this guidance, but should be included in the standards committee’s terms of reference.
You must have at least three people on your standards committee. It must include at least two members of the authority and at least one independent member.

If you have more than three people on your standards committee, at least 25% must be independent members.

The chair of the standards committee must always be an independent member. You may therefore also want to appoint an independent member to act as vice chair of the committee in case the chair is unable to attend.

If your authority has executive arrangements, any executive member of the standards committee cannot be the elected mayor or leader. You do not have to have an executive member on the standards committee but if you choose to do so, there can be no more than one.

As the standards committee carries out a number of functions including the assessment of complaints and determination hearings, we recommend that your authority has at least six members on your standards committee. This is because different members will be required to carry out the different functions to avoid conflicts of interest.

If your authority is responsible for any parish or town councils, at least two representatives from those parish or town councils must be appointed to your standards committee and they cannot also be members of your authority. A parish or town council representative must sit on the standards committee at all times when parish matters are being discussed. Please see the section on Parish and town council representatives on page 16 for further information.
Independent members are important in helping increase public confidence in local government. They provide a clear signal that the standards committee acts fairly and impartially. Independent members also bring a wider perspective from their outside experiences. There is no limit to the number of independent members you can have on your standards committee. Indeed some authorities may wish to have a majority of independent members.

Your authority decides how to select independent members and how long an independent member should sit on the committee. We recommend that you set a fixed period of four years. This will be long enough for them to gain an understanding of the committee, the authority and its workings, but not so long that they could be perceived as losing their independence.

When re-appointing an independent member, you should bear in mind that we recommend that independent members should serve no longer than two terms, which is a maximum of eight years. It may be helpful for independent members to be appointed for differing lengths of time so that the experience they gain is not all lost simultaneously.

Choosing an independent member

Independent members must be chosen in a fair and open way.

A person can only be an independent member if that person:

- has not been a member or employee of your authority within the five years before the date of appointment
- is not a member or officer of that or any other relevant authority. Please see the section Recruiting independent members from another standards committee on page 13 for further information on when this does not apply
- is not a relative or close friend of a member or employee of your authority
- has applied for the appointment
- has been approved by a majority of the members of the council
- the position has been advertised in at least one newspaper distributed in your authority’s area, and in other similar publications or websites that the authority considers appropriate. The decision on which other publications or websites to use may be something that the authority delegates to the standards committee.

The regulations say that a ‘relative’ means:

- a partner (a spouse, civil partner or someone a person lives with in a similar capacity)
- a parent
- a parent of a partner
- a son or daughter
- a stepson or stepdaughter
- the child of a partner
- a brother or sister
- a brother or sister of a partner
independent members

- a grandparent
- a grandchild
- an uncle or aunt
- a nephew or niece
- the partners of any of the people mentioned above

The regulations do not provide a specific definition of a close friend. The Standards Board for England’s publication the Case Review 2007 includes a section on defining a close associate, which might be helpful in identifying a close friend. The Case Review 2007 is available at www.standardsboard.gov.uk.

The regulations require a majority of all members of the authority to approve the appointment. However, we believe that in practice, a report only needs to go to full council when selecting independent members. If so, we recommend that the monitoring officer ensures the majority of members approve, not just those attending the meeting.

We recommend that the power to assist the recruitment of independent members is delegated to the standards committee by the authority and is included in the committee’s terms of reference. A standards committee may appoint a sub-committee to take on some of its functions, for example, if your standards committee is asked to advise members of the council on the appointment of independent or parish members. If so, then the standards committee may set up a sub-committee of suitably trained members to shortlist and interview candidates and make recommendations to council. The sub-committee may find it helpful to have the monitoring officer and a human resources officer present to provide advice and assistance.

An individual’s membership of a political party does not automatically bar them from being an independent member of a standards committee. However, you should consider public perception before making an appointment of this sort.

If you are finding it difficult to attract suitable people to become independent members, you should review the criteria in your advertisement to make sure they are reasonable. For example, you should make sure that the time you are asking the member to invest is reasonable for the role.

You may also want to consider additional methods of attracting candidates. This could include:

- placing articles in the local press about the role of an independent member
- placing advertisements on your website or on your local radio station
- placing flyers in libraries, adult learning centres or places of worship
- advertising through other authorities’ partnerships or through the local voluntary or community sector
- approaching your citizen’s panel
- the personal approach. For example, contacting neighbouring authorities which may have more suitable candidates than they can appoint.
approaching a person who is an independent member of a standards committee of a different authority. This person may also be appointed as an independent member of the standards committee of your authority. This is unless they were a member or officer of your authority within the five years preceding the appointment, or are a relative or a close friend of a member or officer of your authority.

Remember that all the selection criteria for the position will still apply, so even if you approach someone directly, they must still make a formal application.

We recommend that the application form includes sections on:

- personal details
- qualifications
- summary of experience
- relevant expertise/skills

Accepting a CV with an application form may make the process easier for busy candidates. You may also want to consider online applications. We recommend that the monitoring officer should be involved throughout the recruitment process to advise the panel and the authority.

Skills and competencies of independent members

The competencies you should look for in an independent member include:

- a keen interest in standards in public life
- a wish to serve the local community and uphold local democracy
- high standards of personal integrity
- the ability to be objective, independent and impartial
- sound decision making skills
- questioning skills
- leadership qualities, particularly in respect of exercising sound judgment
- the ability to act as the chair of an assessment sub-committee or a determination hearing

Please see the section The role of the chair on page 13 for further information on acting as a chair.

You should assess candidates looking for these qualities in interviews and any other assessment process you carry out. You also need to ensure that your authority complies with its duties under the Equality Act 2006. The human resources department of your authority may be able to advise you further on this matter.
For further information on the recruitment of independent members, you may want to look at the recruitment pack produced by the Association of Council Secretaries and Solicitors (ACSeS). The pack provides practical advice on how to set about recruiting independent members, together with their roles and responsibilities. The pack can be downloaded at [www.acses.org.uk](http://www.acses.org.uk).

**Recruiting independent members from another standards committee**

An independent member of one standards committee may also sit on other standards committees. For example, the member can sit on county and district, or county, police and fire authorities’ standards committees.

Independent members may also be temporarily appointed to another standards committee to consider a particular assessment, review or hearing or for a particular period of time. For example, it would be appropriate to appoint an independent member of a neighbouring standards committee for a short period in situations where the permanent member is unwell or if there is a conflict of interest. These appointments do not need to be ratified by a majority of the members of the authority, but proper procedures should be in place to appoint independent members on a temporary basis.

Independent members appointed on a temporary basis cannot have been a member or officer of that authority in their five years before the appointment, and cannot be a close friend or a relative of a member or officer of that authority. They must also comply with the Code of Conduct of each authority whose standards committee they sit on.

**Ceasing to be an independent member**

Under the regulations, any person appointed as an independent member who becomes a member or officer of an authority, or a relative of a member or officer of that authority, will no longer be able to be an independent member of that authority’s standards committee.

**The role of the chair**

It is a legal requirement that the chair of the standards committee must be an independent member. It is important for the chair to be independent because of the key role they play in the business of the standards committee. By being independent, the chair can ensure that the standards committee’s business is conducted in such a way that no one can question its integrity. Authorities should aim to select a person who will command the respect of members and the local community. You may also choose to appoint an independent vice chair for the reasons discussed in the section on Size and composition on page 9.

An effective chair will ensure that the business of the meeting is completed while allowing a fair and balanced debate and any professional advice to be taken into account. The chair may summarise the points put to the committee, and will ensure that the meeting is run correctly.
from a procedural point of view. They will also ensure that the decisions made are accurately recorded. The chair is responsible for keeping order and adjourning meetings where necessary and should have a good level of assertiveness. It is also the chair’s responsibility to ensure that members of the public and press leave the meeting when a private report is being considered. Please see the section **Skills and competencies of independent members** on page 12 for further information.

Preliminary matters will often arise in relation to hearings. The chair, with the advice of the monitoring officer, may make initial process decisions in relation to such matters. However, it is important that the hearing committee or sub-committee considers and approves such arrangements. This is because there are no delegation powers for a standards committee in legislation.

Ultimately, it is the way the chair operates independently, and is seen to operate independently, that should enhance confidence in the integrity of the standards committee. It is also the chair’s status as an independent member, a role drawn from outside the authority and independent from the authority that should provide a clear signal that the committee is fair.

**Induction of independent members**

We recommend that an induction programme should be provided for independent members. This should include attendance at authority meetings, such as meetings of planning and licensing committees and the full council. If authorities are operating executive arrangements, then attendance at cabinet meetings and overview and scrutiny committee meetings should be part of the induction.

Independent and parish representatives should also receive a copy of the authority’s constitution. In addition, they should receive a copy of the Code of Conduct that has been adopted by your authority, the protocol for member/officer relations and any other protocol in use.

The constitution should also include the authority’s scheme of delegations of functions. Whistle-blowing policies, any policies and procedures under the Equality Act 2006, and the authority’s anti-bullying policy should also be included. It may be helpful to add an A-Z of people in the authority, a list of authority services and the municipal calendar.

There are a number of regional independent member organisations. Many authorities use a mentoring system to assist new independent members of standards committees. In some parts of the country regional groups of independent members have been established. Information relating to these will be helpful as may a list of useful websites.

To find out if there is a regional group of independent members in your area you should contact the Standards Board for England. The Association of Independent Members of Standards Committees in
England (AIMSce) may also be able to provide support. Information about AIMSce can be found at [www.aimsce.org.uk](http://www.aimsce.org.uk)

Authorities may also want to consider making members’ IT facilities available to both their independent and parish representatives.

**Remuneration for independent members**

Authorities must introduce an annual scheme for the payment of a basic allowance to their members, based on the recommendations of an independent remuneration panel. The annual scheme can also extend to the payment of other allowances, including a co-optee’s allowance. A co-optee’s allowance relates to a person who is not a member of the authority but is a member of a committee or sub-committee, for example an independent member of a standards committee.

We recommend that independent members should be able to claim for financial loss, travel and subsistence. This will help attract those people that may have been deterred from the role because of the costs involved. Each authority must consider the recommendations of its panel as to whether it should provide for the payment of a co-optee’s allowance and of travelling and subsistence expenses.

Independent members are permitted to sit on their council’s independent remuneration panel if they wish to do so. Independent remuneration panels established under Part 4 of the Local Authorities (Members Allowances) (England) Regulations 2003 are not considered to be committees or sub-committees of the authority that establishes them. Accordingly, members of an independent remuneration panel fall outside the definition of a co-opted member. However, members need to ensure that they keep an open mind when sitting on the panel and are not predetermined in their decision making. In light of this, independent members may want to leave the meeting when their own allowances are considered.

**Indemnities for independent members**

Where independent members are carrying out their statutory duties, they may be protected by their authority’s indemnity arrangements under the Local Authorities (Indemnities for Member and Officers) Order 2004. We recommend that all authorities include independent members in their indemnity arrangements.

**Complying with the Code of Conduct and the register of members’ interests**

Independent members must sign an undertaking to comply with the Code of Conduct and disclose their interests in the register of members’ interests maintained by the monitoring officer, in the same way as other members. Complaints about the conduct of independent members must be treated in the same way as that of other members.
If your standards committee is responsible for parish or town councils we recommend you have a minimum of three parish or town council representatives on your standards committee, though the legal minimum is two. This will bring the recommended total number of people on your standards committee to nine members.

Having nine members means that you can meet the requirement of having a different parish or town council representative when the committee’s sub-committees carry out each of the separate assessment and review functions. Please see our guidance Local assessment of complaints for further information.

A standards committee with three parish or town council representatives will provide you with flexibility. It should allow the local assessment of complaints to be carried out if a parish or town council representative is unavailable or conflicted out. You may wish to increase the number further to avoid situations where the parish or town council representative is conflicted out, and to prevent the parish or town council representatives from feeling isolated. It will also avoid meetings having insufficient members, if the parish or town council representative is not present when issues affecting parish or town councils are discussed.

Your council must consult parish and town councils within its area to help decide if there should be a parish sub-committee to deal with some of its functions relating to parish and town council matters. Any parish sub-committee must include at least one parish or town council representative and at least one independent member. In addition, your council must consult parish and town councils to determine how many parish and town council representatives are needed and how long they should serve on the committee.

Choosing parish and town council representatives

Your authority must decide how to recruit and appoint parish or town council representatives. Your parish and town council representative should have the trust of town and parish councils in your area, so you should involve them in the selection procedure.

If you are finding it difficult to find a parish or town council representative, your local county association of local councils may be able to help you. For example, the county association may be able to give you a list of possible candidates. They may also be prepared to conduct an election process for you. Alternatively, you could send a list of candidates to all parish and town councils within your area for voting.

This process should receive the support of the parish and town councils in the area and show that you want to appoint standards committee members in a fair and open way.
Executive members on the standards committee

If the authority is operating executive arrangements, the standards committee does not need to include a member of the executive. However, you should consider whether it is appropriate to appoint an executive member. Appointing an executive member might show that the committee is supported and respected by all parts of the authority. Not having an executive member could reflect a degree of independence from the political leadership of the authority.

Elected members on the standards committee

Standards committees need not reflect the political balance of the authority. This is because the standards committee should be above party politics and its members need to have the respect of the whole authority, regardless of the governing political party. It may be helpful to remind elected members of this when committee appointments are being made.

It would be useful for your standards committee to include members who are supported by all political parties, particularly when the local assessment of complaints is carried out. This is so that greater trust and confidence can be established in the decision-making process among all political members.

Substitute members

Some authorities operate a substitute system. This allows a substitute member to attend a meeting of the committee or sub-committee whenever a regularly appointed member cannot be present. This is often done to maintain the political composition.

However, we do not recommend the use of substitutes for standards committees. Standards committees are not intended to operate along party political lines and therefore it is not necessary to ensure a political balance.

In instances where all your independent members are unavailable, you would be able to substitute your independent member.
members with independent members from another authority. Please see the section on Recruiting independent members from another standards committee on page 13 for further information.

It should also be noted that nothing in the regulations requires a sub-committee of a standards committee to have fixed membership or chairmanship. This allows a standards committee to have a panel of its members that could be drawn on to sit on any particular sub-committee at any time.
The role of the monitoring officer

Your monitoring officer plays an important role in helping the standards committee to carry out its functions. The monitoring officer should have the necessary knowledge, skills and experience to do this. They are the link between your members and the standards committee. Your monitoring officer also plays an important role in the relationship between parish and town councillors and the standards committee.

Under the Local Government Act 2000, monitoring officers are responsible for investigating allegations and they receive directions to carry out actions other than an investigation. It is for this reason that they are well placed to monitor the effectiveness of the Code of Conduct. Please see our guidance Local assessment of complaints for further information on other action.

Monitoring officers must also maintain the register of members’ interests. Monitoring officers may appoint deputies to help them fulfil their roles. They may, for example, appoint a deputy to conduct an investigation on their behalf, or to write a report to the standards committee.

Your monitoring officer may also want to arrange training on standards matters for standards committees or for other members. Under the Code, members must have regard to the advice of the monitoring officer when it is given as part of the monitoring officer’s statutory duties.
Validity of meetings

The requirements in relation to membership and composition of standards committees are set out in the section on Size and composition on page 9 of this guidance. All members of sub-committees must be drawn from and appointed by the standards committee.

A standards committee must appoint a sub-committee to:

- assess new complaints
- review decisions to take no action over a complaint

A standards committee can appoint a sub-committee to:

- consider a monitoring officer’s final investigation report
- consider determination hearings

For the meeting of the sub-committee to be valid at least three members of the standards committee must be present throughout. These three members must include at least one member of the authority and one independent member, who must be the chair.

Meetings of the standards committee also have to meet the requirements set out above to be valid. The requirement to have an independent chair does not apply to other sub-committees of the standards committee.

A member of an assessment sub-committee cannot be present at the review sub-committee meeting when it considers a complaint that the assessment sub-committee decided no action should be taken on. Please see our guidance Local assessment of complaints for further information.

If the standards committee appoints a sub-committee to consider matters relating to parish and town councils, and the members of those councils, the sub-committee must have at least three members who are present throughout the meeting, including a parish or town council representative and an independent member.

At least one parish and town council representative must be present when matters relating to parish and town councils are being discussed by any meeting of the standards committee or one of its sub-committees.

Agendas and reports for standards committee meetings

Standards committee agendas should be open for inspection five days before the meeting and a copy should be sent to parish and town councils that the authority is responsible for. Meetings of the assessment and review sub-committees are closed and therefore agendas for these meetings do not come under this rule. Many councils place agendas on their website.

Copies of meeting reports should also be available for inspection. If the monitoring officer is a proper officer they can decide...
to exclude the whole report or any part of it, if they believe the meeting where the report(s) will be discussed is unlikely to be open to the public. These might include confidential or exempt items, or parts of reports that if disclosed might be in breach of the Data Protection Act.

If the chair believes, by reason of special circumstances specified in the minutes, that an item should be considered as a matter of urgency, this can be considered, despite it not having appeared on the agenda for the meeting.

Meeting minutes should be available for six years after the meeting, unless they relate to a part of the meeting that the public was excluded from, in which case they should not be made available.

Please see our guidance Local assessment of complaints for further information on access to meetings of the assessment and review sub-committees.
Appendix 3

COMPLAINT FORM IN RELATION TO MEMBER CONDUCT

1. Are you using the correct form?

The points listed below will help you decide whether this is the correct form to use when making your complaint. You should speak to the Council’s Corporate Complaints Manager, Leah Keane (tel 020 7926 9981), if you are not clear if the Standards Committee can consider your complaint. The Standards (Assessment) Sub-Committee of the Standards Committee (“the Sub-Committee”) will make the decision about what action, if any, to take on your complaint.

(a) Your complaint must be about conduct that occurred while the member(s) complained about were in office. Conduct of an individual before they were elected, co-opted or appointed to the authority, or after they have resigned or otherwise ceased to be a member, cannot be considered by the Sub-Committee.

(b) The Code of Conduct came into effect on 5 May 2002, although some authorities adopted the Code of Conduct earlier. If your complaint concerns matters that occurred before 5 May 2002 you should contact the Director of Legal and Democratic Services, Mark Hynes (tel 020 7926 2209), before making your complaint to check whether it is within the jurisdiction of the Sub-Committee to consider.

(c) Your complaint must be about one or more named members of the Council of the London Borough of Lambeth.

(d) Your complaint must be that the member(s) has, or may have, breached the Code of Conduct. A copy of the Code of Conduct and frequently asked questions about the Code of Conduct are available at www.standardsboard.gov.uk. You may also contact Mr Hynes if you require further information (see above).

(e) Complaints about dissatisfaction with a decision or action of the authority or one of its committees, a service provided by the authority or the authority’s procedures do not fall within the jurisdiction of the Standards Committee. Complaints about the actions of people employed by the authority also do not fall within the jurisdiction of the Standards Committee.

(f) Your complaint must be in writing. If a disability prevents you from making your complaint in writing you may contact Leah Keane for assistance (see above).

It is important to note that not every complaint that falls within the jurisdiction of the Standards Committee will be referred for investigation or other action. The Sub-Committee must decide whether this is appropriate. It will make this decision using the referral criteria set out in paragraph 3 below. However, there will be no referral for investigation unless all of the criteria set out above
are satisfied. If the Sub-Committee decides not to refer your complaint for investigation or other action it will give you the reasons for this decision. It will also explain any right that you may have to ask for the decision to be reviewed.

2. Your details

(a) Please provide us with your name and contact details:

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<th>Title:</th>
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<td>First name:</td>
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<td>Last name:</td>
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<tr>
<td>Address:</td>
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<tr>
<td>Daytime telephone:</td>
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<tr>
<td>Evening telephone:</td>
</tr>
<tr>
<td>Mobile telephone:</td>
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<tr>
<td>Email address:</td>
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</table>

Your address and contact details will not usually be released unless necessary or to deal with your complaint.

However, we will tell the following people that you have made this complaint:

- the member(s) you are complaining about
- the monitoring officer of the authority

We will tell them your name and give them a summary of your complaint. We will give them full details of your complaint where necessary or appropriate to be able to deal with it. If you have serious concerns about your name and a summary, or details of your complaint being released, please complete section 7 of this form.

(b) Please tell us which complainant type best describes you:

- [ ] Member of the public
- [ ] An elected or co-opted member of an authority
- [ ] An independent member of the standards committee
- [ ] Member of Parliament
- [ ] Local authority monitoring officer
- [ ] Other council officer or authority employee
- [ ] Other (         )
(c) Equality monitoring form – Please fill in the attached form.

3. What happens once you submit your complaint?

When you submit your complaint we will write to you to let you know we have received it. We will also tell the member that you are complaining about that we have received your complaint, who made the complaint and the relevant paragraphs of the Code of Conduct that it is alleged may have been breached.

The Sub-Committee will then meet to consider your complaint and decide whether it should be referred for investigation or other action. This will happen within an average of 20 working days of the date we receive your complaint. Meetings of the Sub-Committee are ‘closed’, which means that you will not be able to attend. It is therefore very important that you set your complaint out clearly and provide at the outset all the information you wish the Sub-Committee to consider. The criteria that will be used to assess your complaint and decide whether it should be investigated include the following:

(a) The information provided by you (or any other person in relation to the same complaint) was insufficient to satisfy the Sub-Committee that the complaint should be referred for investigation or other action;

(b) Where the complaint is about a member who is no longer a member of our authority but is a member of another authority, the complaint will be referred to the standards committee of that authority to consider;

(c) The matter of complaint has already been subject to a previous investigation or other action and there is nothing more to be gained by further action being taken;

(d) The complaint is about something that happened so long ago that there would be little benefit in taking action now;

(e) The matter is not considered to be sufficiently serious to warrant further action;

(f) The matter appears to be simply malicious, politically motivated or tit-for-tat, and not sufficiently serious to warrant further action.

When the Sub-Committee has reached its decision we will notify you in writing whether your complaint has been referred for investigation or other action. At the same time we write to you, we will also write to the member(s) you have complained about. We will send these letters within five working days of the Sub-Committee reaching its decision. The decision of the Sub-Committee is made available for public inspection once the member the complaint is about
has been given a summary of the complaint. In very limited situations the member may not be given this summary immediately and if so any public inspection will not happen until the member does get the summary.

4. What is meant by ‘other action’?

The Sub-Committee may decide to refer your complaint for ‘other action’ instead of referring it for investigation. ‘Other action’ is a deliberately broad term that may include options such as requiring the person you have complained about to apologise or undergo training or mediation. The Sub-Committee will carefully consider the circumstances surrounding your complaint when deciding whether other action is appropriate. If the Sub-Committee decides to refer your complaint for other action we will explain what this involves.

5. How should I set out my complaint?

It is very important that you set your complaint out fully and clearly, and provide all the information at the outset. You should also provide any documents or other material that you wish the Sub-Committee to consider, where possible. Unless the authority advises you otherwise, you will not be able to attend the meeting of the Sub-Committee when it carries out the assessment.

We recommend that you use our complaint form or provide a covering note summarising what you are complaining about, especially if your complaint includes a lot of supporting documentation. In the summary you should tell us exactly what each person you are complaining about said or did that has caused you to complain. If you are sending supporting documentation please cross-reference it against the summary of your complaint.

You should be as detailed as possible and substantiate your complaint where you can. Although you are not required to prove your complaint at this stage of proceedings, you do have to demonstrate that you have reasonable grounds for believing that the member(s) complained about has breached the Code of Conduct.

6. Making your complaint

(a) Please provide us with the name of the member(s) you believe have breached the Code of Conduct and the name of their authority:

<table>
<thead>
<tr>
<th>Title</th>
<th>First name</th>
<th>Last name</th>
<th>Council or authority name</th>
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(b) Please explain in this section (or on separate sheets) what the member has done that you believe breaches the Code of Conduct. If you are complaining about more than one member you should clearly explain what each individual person has done that you believe breaches the Code of Conduct.

It is important that you provide all the information you wish to have taken into account by the Sub-Committee when it decides whether to take any action on your complaint. For example:

- You should be specific, wherever possible, about exactly what you are alleging the member said or did. For instance, instead of writing that the member insulted you, you should state what it was they said.
- You should provide the dates of the alleged incidents wherever possible. If you cannot provide exact dates it is important to give a general timeframe.
- You should confirm whether there are any witnesses to the alleged conduct and provide their names and contact details if possible.
- You should provide any relevant background information.

Please provide us with the details of your complaint. Continue on a separate sheet if there is not enough space on this form.
7. Only complete this next section if you are requesting that your identity is kept confidential

In the interests of fairness and natural justice, we believe members who are complained about have a right to know who has made the complaint. We also believe they have a right to be provided with a summary of the complaint. We are unlikely to withhold your identity or the details of your complaint unless you have good reason to believe that:

(a) You have reasonable grounds for believing that you will be at risk of physical harm;

(b) You are an officer of the Council who works closely with the member who is the subject of the complaint and you are afraid of the consequences to your employment or losing your job if your identity is disclosed (although this eventuality is addressed in the Council’s “whistle-blowing” policy in any event); or

(c) You are suffering from a serious health condition and there are medical risks associated with your identity being disclosed. In such circumstances, the Sub-Committee may wish to request medical evidence of your condition.

Please note that requests for confidentiality or requests for suppression of complaint details will not automatically be granted. The Sub-Committee will consider the request alongside the substance of your complaint. We will then contact you with the decision. If your request for confidentiality is not granted, we will usually allow you the option of withdrawing your complaint.

However, it is important to understand that in certain exceptional circumstances where the matter complained about is very serious, we can proceed with an investigation or other action and disclose your name even if you have expressly asked us not to.

The Sub-Committee will not normally deal with complaints received anonymously. However, in exceptional circumstances, it may decide that an anonymous complaint should be referred for investigation or some other action if it includes documentary or photographic evidence indicating an exceptionally serious or significant matter.
Please provide us with details of why you believe we should withhold your name and/or the details of your complaint:

8. Additional Help

Complaints must be submitted in writing. This includes fax and electronic submissions. However, in line with the requirements of the Disability Discrimination Act 1995 we can make reasonable adjustments to assist you if you have a disability that prevents you from making your complaint in writing.

We can also help if English is not your first language.

If you need any support in completing this form, please let us know as soon as possible.

If you would like further help or information you can contact

The Corporate Complaints Team
Lambeth Town Hall
Brixton Hill
London
SW2 1RW
Tel: 020 7926 9694
Fax: 020 926 0245
Email: complaints@lambeth.gov.uk
Equality Monitoring Form

1. Are you □ Female □ Male

2. What is your ethnic group?
Choose one section from (a) to (e) then tick the appropriate box to indicate your cultural background.

<table>
<thead>
<tr>
<th>(a) White</th>
<th>(b) Mixed</th>
<th>(c) Asian or Asian British</th>
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<tbody>
<tr>
<td>□ British</td>
<td>□ White and Black Caribbean</td>
<td>□ Indian</td>
</tr>
<tr>
<td>□ Irish</td>
<td>□ White and Black African</td>
<td>□ Pakistani</td>
</tr>
<tr>
<td>□ Any other White background (Please specify)</td>
<td>□ White and Asian (Please specify)</td>
<td>□ Bangladeshi</td>
</tr>
<tr>
<td>background</td>
<td></td>
<td>□ Any other Asian (Please specify)</td>
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</table>

<table>
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<tr>
<th>(d) Black or Black British</th>
<th>(e) Chinese or other ethnic group</th>
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<tr>
<td>□ Caribbean</td>
<td>□ Chinese</td>
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<td>□ African</td>
<td></td>
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<tr>
<td>□ Any other Black background (Please specify)</td>
<td>□ Any other background( Please specify)</td>
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</tbody>
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3. Do you consider yourself to have a disability? □ Yes □ No

4. Age □ Under 18 □ 18-30 □ 31-60 □ Over 60

Please return by e-mail to complaints@lambeth.gov.uk, or print and send to:

FREEPOST RLYL-SHKZ-XRKG
London Borough of Lambeth
Town Hall
Brixton Hill
London SW2 1RW
Appendix 4

Monitoring Officer Protocol

Instructions to the Monitoring Officer on the discharge of functions in relation to the initial assessment and review of an allegation that a member of the Council has failed to comply with the Code of Conduct

1 Receipt of Allegations

1.1 The Monitoring Officer shall set up arrangements within the Council to secure that any allegation made in writing that a member of the Council has or may have failed to comply with the Council’s Code of Conduct for Members is referred to him/her immediately upon receipt by the Council.

1.2 The Monitoring Officer shall maintain a register of such allegations to ensure that the Council can comply with its obligations under the relevant legislation.

1.3 Complaints shall only be entertained where they are signed by the complainant unless, due to very exceptional circumstances, the Monitoring Officer is of the view that the complaint should be accepted. The Monitoring Officer is authorised to maintain the confidentiality of the identity of the complainant where and for so long as in his/her opinion that would be in the public interest.

2 Notification of Receipt of Allegations

2.1 All relevant allegations must be assessed by the Standards (Assessment) Sub-Committee, so the Monitoring Officer has no authority to deal with an allegation which appears to be an allegation of failure by a relevant member to observe the Code of Conduct other than by reporting it to the Standards (Assessment) Sub-Committee. The Monitoring Officer shall therefore determine whether the allegation appears to be a substantive allegation of misconduct. Where it appears not to be, he/she shall ensure that the matter is dealt with under a more appropriate procedure, for example where it is really a request for service from the Council, a statement of policy disagreement, a legal claim against the Council or a complaint against an officer of the Council.

2.2 Following receipt of the allegation, and where the allegation does appear to be a complaint of misconduct against a relevant member, the Monitoring Officer will promptly, and in any case in advance of the relevant meeting:

2.2.1 Acknowledge to the complainant receipt of the allegation and confirm that the allegation will be assessed by the Standards (Assessment) Sub-Committee at its next convenient meeting;

2.2.2 Notify the member against whom the allegation is made of receipt of the complaint, together with a written summary of the allegation, and state that the allegation will be assessed at the next convenient meeting of the Standards (Assessment) Sub-Committee. However, where the Monitoring Officer is of the opinion that such notification would be contrary to the public interest or would prejudice any person’s ability to investigate the allegation, he/she shall consult the Chair of the Standards (Assessment) Sub-Committee, or in his/her absence the Chair or Vice-Chair
of the Standards Committee, and may then decide that no such advance notification shall be given;

2.2.3 Collect such information as is readily available and would assist the Standards (Assessment) Sub-Committee in its function of assessing the allegation;

2.2.4 Seek local resolution of the matter where practicable, in accordance with Paragraph 3 below;

2.2.5 Place a report, including a copy of the allegation, such readily available information and his/her recommendation as to whether the allegation discloses an apparent failure to observe the Code of Conduct, on the agenda for the next convenient meeting of the Standards (Assessment) Sub-Committee.

3       Local Resolution

3.1 Local resolution is not an alternative to reporting the allegation to the Standards (Assessment) Sub-Committee, but can avoid the necessity of a formal local investigation.

3.2 Where the Monitoring Officer is of the opinion that there is the potential for local resolution, he/she shall approach the member against whom the allegation has been made and ask whether he/she is prepared to acknowledge that his/her conduct was inappropriate, and whether he/she would be prepared to offer an apology or undertake other appropriate remedial action. With the consent of the member concerned, the Monitoring Officer may then approach the complainant and ask whether the complainant is satisfied by such apology or other remedial action. The Monitoring Officer should then report to the Standards (Assessment) Sub-Committee as required, and at the same time report the response of the member concerned and of the complainant. Where the member has acknowledged that his/her conduct was inappropriate, and particularly where the complainant is satisfied with the proffered apology or remedial action, the Standards (Assessment) Sub-Committee shall take that into account when considering whether the matter merits investigation.

4       Review of Decisions not to Investigate

4.1 Where the Standards (Assessment) Sub-Committee has decided that no action be taken on a particular matter, the Monitoring Officer shall promptly advise the complainant of the decision, and the complainant may then within 30 days of receipt of such notification request that the Standards (Review) Sub-Committee review that decision.

4.2 Whilst the review shall normally be a review of the reasonableness of the original decision rather than a reconsideration, the Monitoring Officer shall report to the Standards (Review) Sub-Committee the information which was provided to the Standards (Assessment) Sub-Committee in respect of the matter, the summary of the Standards (Assessment) Sub-Committee and any additional relevant information which has become available prior to the meeting of the Standards (Review) Sub-Committee.
5 Local Investigation

5.1 It is recognised that the Monitoring Officer will not personally conduct a formal local investigation.

5.2 It will be for the Monitoring Officer, where appropriate after consultation with the Chair of the Standards (Assessment) Sub-Committee, to determine who to instruct to conduct a formal local investigation, and this may include another senior officer of the Council, a senior officer of another authority or an appropriately experienced consultant. However, in practice it is likely that the investigation will be conducted by officers of the London Borough of Southwark, in accordance with the “Agreement relating to the local investigation of complaints against elected members” entered into with the London Borough of Southwark on 11th July 2007.
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For further information about this plan, please contact:

Room 215 Corporate Performance
Lambeth Town Hall
Brixton Hill
London SW2 1RW

Email: performance@lambeth.gov.uk

This Performance Plan is also available on the Lambeth website at: www.lambeth.gov.uk/bvpp
Forward

This year the Audit Commission gave Lambeth its best Comprehensive Performance Assessment (CPA) to date, awarding the council a three star rating and describing it as “improving strongly”. This is the highest assessment the Audit Commission can give of a council’s improvement rate, and reflects the energy and drive of Lambeth to deliver better services for its residents. Noticeably, we have achieved our best ever assessment of our handling of finances and resources, demonstrating good value for money for the residents of Lambeth. This increase from one to three stars makes Lambeth the most improved authority in London for 2007/08 for CPA.

We have launched our new corporate plan for Lambeth that will build on this success, and we remain committed to our goal of achieving a rating of ‘excellent’ by 2010.

We remain committed to the priority outcomes agreed at the beginning of 2006/07 that have led to this increase in performance:

i) delivering high quality services that focus on individual needs and represent value for money

ii) tackling inequality and social exclusion

iii) engaging more closely with Lambeth’s citizens so people’s needs are listened to and acted upon.
Section 1 – Improving Lambeth

The council’s most recent CPA assessment was a three star rating out of a maximum of 4, with a direction of travel assessed as “improving strongly”.

The CPA framework monitors every authority nationally against set criteria across 7 key areas, from a variety of information sources, including inspections of performance against national targets.

Lambeth’s most recent result is extremely encouraging, and reflects the improvements Lambeth has made since 2006/07. The Audit Commission rated us as among the ten most rapidly improving councils nationally. In particular we were praised for our environmental services and children’s services which have improved ahead of target. We have also exceeded our targets for reducing crime. Overall, as a council we have demonstrated good value for money, which is the first time under the CPA scoring system that Lambeth’s financial handling has been assessed as good.

The full version of Lambeth’s CPA scorecards can be obtained on the internet at:


Further information on CPA 2007 is available on the Audit Commission website at www.audit-commission.gov.uk.

Corporate plan

The council has recently launched its new corporate plan for 2008-2011, which will allow us to drive forward our pace of improvement and achieve our long-term ambitions for Lambeth and its residents.

The corporate plan sets out six corporate priorities based on the concerns of our residents and partners:

- A safer Lambeth with strong communities
- Respect for our environment
- More opportunities for children and young people
- Better housing and flourishing local economies
- Developing personalised care services
- Serving our customers well

Our work is driven by our three promises as outlined by the administration. Our promise is that in delivering all of our services we will be:

- delivering quality and value for money
- tackling inequality and social exclusion
- engaging our residents

The corporate plan is available at www.lambeth.gov.uk.
Performance targets

Overall performance is increasing across the council, with 64% of Best Value Performance Indicators (BVPIs) showing an improvement on the previous year (50% were improving last year), 9% already at maximum performance and a further 6% at the same performance level from the previous year, with only 21% showing a decrease in performance.

Most indicators show an improvement in performance, with 53% of all BVPIs achieved their set target in 2007/08, compared to 57% in 2006/07 and a further 9% maintaining 100% performance. The authority has progressed in many key areas of importance to residents, including Community Safety and Crime, Housing Benefits, Planning and Waste Collection & Recycling.

Children’s educational achievement has improved across a wide variety of indicators. Performance at Key stages 2 and 3 in Mathematics, Science and ICT, and the number of young people achieving an A* to C grade at GCSE level were key areas of improvement. Like the previous year, these increases are ahead of national trends and reflect the ongoing efforts that have been made for children in Lambeth, which have seen significant improvements in all educational attainments since 2002.

There has not been another round of Best Value satisfaction surveys, as these are only done every three years. Therefore satisfaction results remain the same as the previous year.

This plan contains the targets the council has set itself against each indicator. The target is set so that annual improvements can be achieved within the context of the indicator. We have achieved last years target of obtaining a 2 in every CPA service area, and continue to strive towards better performance and a CPA star rating of a 4. We have set our targets accordingly, to deliver constant improvement and better performance for Lambeth.
**Best Value Performance Indicators (BVPI)**

At the heart of Best Value is the statutory performance management framework. This provides for annual reporting by Best Value authorities of a set of national performance indicators and standards set by the government and specified by Order under section 4 of the 1999 Act. In specifying indicators and targets for local government the government has tried to ensure that they are a balanced set, reflecting the broad range of local services. The performance indicators are presented in eleven sections relating to the chapters in the statutory government guidance, ‘Best Value Performance Indicators 2007/2008’ and subsequent government updates.

- Corporate health
- Education
- Health and social care
- Housing and related services
- Housing benefit and council tax benefit
- Environment
- Environmental health
- Transport
- Planning
- Culture and related services
- Community safety and well being

For each of the performance indicators the following data is included:

**Lambeth performance**

This is the actual performance for 2007/08 or estimates where this information is not yet available. All actual figures are subject to change as they have yet to be audited.

**Targets**

Targets are published for 2007/08 and where appropriate for three years ahead: 2008/09, 2009/10 and 2010/11. Note that as the BVPI indicator set has been formally removed by the Audit Commission, as part of the transition to the Comprehensive Area Assessment regime and the new National Indicator set, in April 2008, we have not included targets for indicators which have no equivalent indicator in the new set or are not part of our corporate plan themes.

**Comparative performance**

The England median performance for 2006/07 is included to provide an indication of Lambeth’s performance against other authorities.

**Comments**

A brief commentary is provided for most of the indicators to highlight key performance issues.

**New performance indicators for 2007/08**

No new indicators have been introduced for 2007/08.

**Performance indicators amended for 2007/08**

No indicators have been amended for 2007/08. Clarifications have been issued by the Audit Commission, but these do not change the definition or substance of the indicator.

**Publication of audited performance**

Following the statutory audit of performance for 2007/08, audited performance figures will be published in autumn 2008.

At this point, the Council will seek to include audited results for those indicators where only estimates are currently available.
Corporate health

The intention of these performance indicators is to provide local people with a snapshot of the council as an institution and service provider. These indicators reflect the underlying capacity and performance of councils as both democratic or locally accountable institutions and bodies responsible for managing a significant share of public expenditure.

Performance in the area of Corporate Health has shown encouraging results, with 66% of indicators increasing in performance and 33% decreasing. This is an increase in performance from 2006/07, where only 57% were improving.

These indicators help deliver our corporate plan theme: Serving our customers well

<table>
<thead>
<tr>
<th>PI ref.</th>
<th>Description</th>
<th>Performance</th>
<th>Target</th>
<th>Comments</th>
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</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>England (median)</td>
<td>Lambeth</td>
<td></td>
</tr>
<tr>
<td>BV 2a</td>
<td>Equality Standard for Local Government</td>
<td>2</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>BV 2b</td>
<td>Duty to Promote Race Equality</td>
<td>74%</td>
<td>68%</td>
<td>68%</td>
</tr>
<tr>
<td>BV 8</td>
<td>Percentage of invoices paid on time</td>
<td>94.50%</td>
<td>76.5%</td>
<td>80.86%</td>
</tr>
<tr>
<td>PI ref.</td>
<td>Description</td>
<td>Performance</td>
<td>Target</td>
<td>Comments</td>
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<td></td>
<td></td>
<td>2006/07</td>
</tr>
<tr>
<td>BV 9</td>
<td>Percentage of Council Tax collected</td>
<td>97.67%</td>
<td>92.6%</td>
<td>93.4%</td>
</tr>
<tr>
<td></td>
<td>Percentage of non-domestic rates collected</td>
<td>98.97%</td>
<td>98.5%</td>
<td>98.6%</td>
</tr>
<tr>
<td>BV 10</td>
<td>Top 5% earners: women</td>
<td>33.33%</td>
<td>36.14%</td>
<td>39.81%</td>
</tr>
<tr>
<td>BV 11a</td>
<td>Top 5% earners: minority ethnic communities</td>
<td>1.41%</td>
<td>24.50%</td>
<td>23.51%</td>
</tr>
<tr>
<td>BV 11b</td>
<td>Top 5% earners: with a disability</td>
<td>2.69%</td>
<td>7.89%</td>
<td>4.65%</td>
</tr>
<tr>
<td>BV 11c</td>
<td>Working days lost due to sickness absence</td>
<td>9.31 days</td>
<td>9.79 days</td>
<td>10.02 days</td>
</tr>
<tr>
<td>BV 12</td>
<td>Percentage of early retirements</td>
<td>0.52%</td>
<td>1.27%</td>
<td>1.23%</td>
</tr>
<tr>
<td>BV 14</td>
<td>Percentage of ill health retirements</td>
<td>0.18%</td>
<td>0.15%</td>
<td>0.07%</td>
</tr>
<tr>
<td>PI ref.</td>
<td>Description</td>
<td>Performance</td>
<td>Target</td>
<td>Comments</td>
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<tr>
<td>BV 16a</td>
<td>Percentage of employees with a disability</td>
<td>3.01%</td>
<td>7.38%</td>
<td>6.04%</td>
</tr>
<tr>
<td></td>
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<td>Interim result – subject to non-payroll school returns</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BV 16b</td>
<td>Percentage of economically active disabled community population</td>
<td>13.0%</td>
<td>12.1%</td>
<td>12.1%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Contextual information. No targets required</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BV 17a</td>
<td>Percentage of black and ethnic minority employees</td>
<td>2.1%</td>
<td>46.34%</td>
<td>48.04%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Interim result – subject to non-payroll school returns</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BV 17b</td>
<td>Percentage of economically active minority ethnic community population</td>
<td>2.4%</td>
<td>16.45%</td>
<td>16.45%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Contextual information. No targets required</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BV 156</td>
<td>Buildings accessible to people with a disability</td>
<td>73.36%</td>
<td>46.75%</td>
<td>48.68%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Our performance has improved from 46.75% in 2006/07 to 48.68% in 2007/08 due to our continuing programme to make offices compliant and our accommodation strategy which will result in future years in some non compliant offices being closed. We are committed to making as many buildings as possible fully compliant and have already started planning future works to be funded from revenue and capital budgets</td>
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</tr>
</tbody>
</table>
Education

The most significant education function of councils is support for school improvement. While each school is responsible for its own performance the authority provides a framework to support and challenge them.

The overall trend in Education is of improvement, with 55 per cent of indicators showing increases in performance since the previous year. There is a marked improvement in the Key Stage 2 and 3 performances in Science and Mathematics and ICT, with results increasing at every level for all age groups.

Compared to national results, the majority of Lambeth’s indicators fall below the median average value. This is contrasted by the large scale improvement across the division, with some indicators improving faster than any other authority in London, such as BVPI 181c, Key stage 3 Mathematics.

Overall since 2001 GCSE exam results for children gaining grades A* to C have improved by 18 per cent, twice the national average rate of improvement. This is reflected in our CPA assessment score of a 3 for Children and Young People being maintained.

These indicators help deliver our corporate plan theme: More Opportunities for Children and Young People

Indicators are included to monitor the effectiveness of the authority in terms of the support and direct services provided.

The 2006-07 academic year proved to be another exciting and successful year for Lambeth, with improved results at key stages 1, 2 and 4. Many congratulations are due to all school staff and pupils for the hard work and personal successes that are demonstrated by these results. Headline figures show Key Stage 1 reading up 2%, no change in writing and mathematics up 1%; Key Stage 2 mathematics results are up 1%, science up 2% and no change in English; Key Stage 3 results are down 3% in English and up 1% in both mathematics and science; Key Stage 4 results are up another 1% to 56% 5A*-C grades which represent the tenth year of successive improvement at GCSE.

The 2007 Key Stage 1 results were pleasing, following a rather disappointing year in 2006. Reading and mathematics showed an improvement of 2% and 1% respectively while there was no change in writing. This compares favourably with the national picture which saw no change in reading, a drop of 1% in writing and an improvement of 1% in mathematics.

The 2007 Key Stage 2 results were positive, particularly in relation to the national results. Lambeth saw an increase of 1% to 71% in mathematics while science was up 2% to 85%. English unfortunately saw a drop of 1%, however these results still confirm that progress over time has been maintained, particularly in English which has had an increase of 9% since 2002.

Key Stage 3 2007 results were mixed. Mathematics and science results both improved by one percentage point, whilst English results dropped by 3% in comparison to a national increase of 1%. Overall Key Stage 3 results have continued to improve with significantly upward trends in all subjects over time. Since 2002 English has improved by 11%, mathematics by 17% and science by 9%. The 2007 EAP mathematics target was exceeded. Following a very successful year in 2006, level 6+ results were disappointing with English down 9% and mathematics and science down 3% each.

2007 Key Stage 4: Following a 7% increase in pupils attaining 5A*-C in the previous two years, there was yet another increase of 1%, bringing the total improvement since 2002 to a very pleasing 16%, 6% more than the national improvement of 10%. Unfortunately the number of pupils achieving 1A*-G dropped by 1% which means that Lambeth has now dipped 1% below national levels.
<table>
<thead>
<tr>
<th>PI ref.</th>
<th>Description</th>
<th>Performance</th>
<th>Target</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>BV 221a</td>
<td>Percentage of young people aged 13-19 gaining a recorded outcome compared to the percentage of young people participating in youth work</td>
<td>51.3%</td>
<td>18.01%</td>
<td>92%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>19.0%</td>
<td>0.75%</td>
<td>51%</td>
</tr>
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</tr>
<tr>
<td>BV 38</td>
<td>GCSE Performance: A*-C grades</td>
<td>56.4%</td>
<td>54.9%</td>
<td>56%</td>
</tr>
<tr>
<td>BV 39</td>
<td>GCSE Performance: A*-G grades, incl. Maths &amp; English</td>
<td>89.3%</td>
<td>86.9%</td>
<td>88.1%</td>
</tr>
<tr>
<td>BV 40</td>
<td>KS2 Mathematics Performance</td>
<td>75.3%</td>
<td>70.0%</td>
<td>71.0%</td>
</tr>
<tr>
<td>BV 41</td>
<td>KS2 English Performance</td>
<td>79.1%</td>
<td>78%</td>
<td>77%</td>
</tr>
</tbody>
</table>

Last year the performance software (called EYS) was not installed properly and therefore has not been able to fully capture youth service performance, thus under reporting performance. Youth Service staff are currently implementing a wide range of management information system actions in regards to performance, data inputting and practice issues. Performance data is therefore based on existing hard copy evidence as well as EYS data. Staff are in the process of retraining to ensure full data compliance as the data merger last year required additional data tasks for staff. Previous data returns did not include voluntary sector or Positive Activities for Young People (PAYP) interventions and this has been included. Under reporting has been a significant issue for the service in previous years which is the main reason for our increasing performance.

See page 12, Education, for commentary.
<table>
<thead>
<tr>
<th>PI ref.</th>
<th>Description</th>
<th>England (median)</th>
<th>Lambeth</th>
<th>Lambeth</th>
<th>Target</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>BV 43a</td>
<td>Statements of Special Educational Needs: excluding 'exceptions'</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>92%</td>
<td>92%</td>
</tr>
<tr>
<td></td>
<td>As the out-turn for 2007/08 is the same as the previous financial year it has been decided to keep the target the same</td>
<td></td>
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<tr>
<td>BV 43b</td>
<td>Statements of Special Educational Needs: including 'exceptions'</td>
<td>91.4%</td>
<td>67.28%</td>
<td>73.1%</td>
<td>60%</td>
<td>60%</td>
</tr>
<tr>
<td></td>
<td>Next year’s target (2008/09) is based on the results and figures of recent years, and the national average according to DCSF.</td>
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<td></td>
<td>Last year (2006/07) saw a significant drop in out-turn compared to the previous two years – this was due to events that could not be avoided such as high staff turnover, recruitment freezes (making it impossible to fill key roles permanently), and the difficulties faced by outside agencies involved in the process in providing our team with essential reports on time.</td>
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<td></td>
<td>However, this year (2007/08) we have managed to fill key roles, and there has also been an improvement in the delivery of reports from outside agencies. This has lead to a significant increase in performance.</td>
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<tr>
<td>BV 45</td>
<td>Absence in secondary schools</td>
<td>7.9%</td>
<td>7.4%</td>
<td>7.5%</td>
<td>6%</td>
<td>6%</td>
</tr>
<tr>
<td>BV 46</td>
<td>Absence in primary schools</td>
<td>5.8%</td>
<td>6.4%</td>
<td>5.8%</td>
<td>4.6%</td>
<td>4.6%</td>
</tr>
<tr>
<td>BV 181a</td>
<td>KS3 English Performance</td>
<td>72%</td>
<td>72%</td>
<td>69%</td>
<td>74%</td>
<td>78%</td>
</tr>
<tr>
<td></td>
<td>See page 12, Education, for commentary.</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>BV 181b</td>
<td>KS3 Mathematics Performance</td>
<td>76.75%</td>
<td>71%</td>
<td>72%</td>
<td>71%</td>
<td>74%</td>
</tr>
<tr>
<td></td>
<td>See page 12, Education, for commentary.</td>
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</tr>
<tr>
<td>BV 181c</td>
<td>KS3 Science Performance</td>
<td>70.59%</td>
<td>63%</td>
<td>64%</td>
<td>69%</td>
<td>74%</td>
</tr>
<tr>
<td></td>
<td>See page 12, Education, for commentary.</td>
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<td>PI ref.</td>
<td>Description</td>
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<td>Target</td>
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<td></td>
<td></td>
<td>England (median)</td>
<td>Lambeth</td>
<td>Lambeth</td>
<td></td>
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</tr>
<tr>
<td>BV 181d</td>
<td>KS3 ICT Performance</td>
<td>69.2%</td>
<td>67%</td>
<td>72%</td>
<td>70%</td>
<td>72%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>See page 12, Education, for commentary.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>BV 222a</td>
<td>Quality of Early Years and Childcare Leadership – Leaders</td>
<td>34.8%</td>
<td>60.17%</td>
<td>59.57%</td>
<td>70%</td>
<td>70%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>The variance between the result for 2007/08 and the target for 2007/08 is mainly accounted for by the following factors:</td>
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<tr>
<td></td>
<td></td>
<td>• Some settings have appointed new leaders with qualification below NVQ level 4.</td>
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<td></td>
<td></td>
<td>• Some leaders are still working towards the qualification and will complete during the next BVPI monitoring period.</td>
<td></td>
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<td></td>
<td></td>
<td>• The number of settings offering 'integrated care' has decreased compared to 2006/07.</td>
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<tr>
<td></td>
<td></td>
<td>Community Children’s Service has no control over the recruitment of leaders for these settings. On the positive side, we anticipate a steady increase in the number of qualified leaders as settings receive the Graduate Leader Fund and it begins to impact on retention and qualification levels. However, the Graduate Leader Fund uses a different definition of leader.</td>
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</table>
Health and social care – children

These indicators provide an indication of performance across the range of health and social care services provided for children. All 6 indicators are either improving on performance or are already at the maximum possible performance for this section. 50% of indicators are achieving their set target, and of the 50% that are not all are within 10% of the target.

These indicators help deliver our corporate plan theme: **More Opportunities for Children and Young People**

<table>
<thead>
<tr>
<th>PI ref.</th>
<th>Description</th>
<th>Performance</th>
<th>Target</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>BV 49</td>
<td>Stability of Placements for Looked After Children</td>
<td>12.2% 15.4% 13.4% 13% 12% 11% n/a</td>
<td>End of year performance was 13.4% in 2007/2008 against a target of 13%. Performance improved by 2.4% when compared to 2006/2007. Performance is in the top national banding indicator of PAF Band (0-16%). This is a key threshold indicator and performance of greater than 20% would limit the CPA limit “serving people well” judgment to some. In achieving this social care managers put in place a number of action plans including: a) Disruption meetings must be held before a child moves from one placement to another b) All placement moves must be agreed by Assistant Directors c) Support packages must be put in place to support foster carers as and when needed to reduce the likelihood of placement disruptions d) Employment of a dedicated mental health worker to support foster carers by working with them on behavioural issues e) Ongoing monitoring at performance surgery on a monthly basis</td>
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</tr>
<tr>
<td>BV 50</td>
<td>Educational Qualifications of Looked After Children</td>
<td>56.0%</td>
<td>42.2%</td>
<td>61.8%</td>
</tr>
<tr>
<td></td>
<td>End of year performance was 61.8% in 2007/2008 against a target of 65%. Performance improved by a remarkable 19.6% when compared to 2006/2007. Performance improved as a result of measures put in place by managers. These include the following – a) Intensive monitoring of cases of children in care by senior managers within children’s social care. b) Joint working with schools in ensuring that personal education plans and support are put in place to support children looked after. c) Provision of addition support such as tuition and homework clubs to children looked after.</td>
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</tr>
<tr>
<td>BV 161</td>
<td>Employment, Education and Training for Care Leavers as a ration of young people in the population</td>
<td>N/A</td>
<td>0.84</td>
<td>0.9</td>
</tr>
<tr>
<td></td>
<td>End of year performance was 100% in 2007/2008 against a target of 100%. Performance is in the top banding – PAF Band 5. This is a key threshold indicator and a performance of less than 92.5% would limit the CPA “serving people well” judgement to “some”.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>BV 162</td>
<td>Reviews of Child Protection Cases</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>PI ref.</td>
<td>Description</td>
<td>Performance</td>
<td>Target</td>
<td>Comments</td>
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<tr>
<td>163</td>
<td></td>
<td></td>
<td></td>
<td>8.0%</td>
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<td>2006/07</td>
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<tr>
<td>BV</td>
<td>Teenage Pregnancies</td>
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<tr>
<td>197</td>
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</tbody>
</table>
Health and social care - adults

These indicators provide an indication of performance across the range of social services functions relating to services for vulnerable adults and older people.

Performance in adults’ health and social care has improved over the last year, with 83 per cent of indicators showing an improvement. Only one indicator, BVPI 53, intensive home care for people aged 65 or over, has decreased very slightly in performance. This indicator is still amongst the highest nationally.

These indicators help deliver our corporate plan theme: **Developing personalised care services**

<table>
<thead>
<tr>
<th>PI ref.</th>
<th>Description</th>
<th>Performance</th>
<th>Target</th>
<th>Comments</th>
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<tbody>
<tr>
<td></td>
<td></td>
<td>England (median)</td>
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<tr>
<td></td>
<td></td>
<td>2006/07</td>
<td>2007/08</td>
<td></td>
</tr>
<tr>
<td>BV 53</td>
<td>Intensive Home Care for People Aged 65 or Over</td>
<td>13.30</td>
<td>21</td>
<td>22</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2006/07</td>
<td>2007/08</td>
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<td>22</td>
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<td>Comments</td>
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<tr>
<td></td>
<td></td>
<td>The number of households receiving intensive home care packages has decreased slightly during 2007/08. However performance is still strong and remains in the top performance band for this indicator.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BV 54</td>
<td>Over 65s Helped to Live at Home</td>
<td>85.74</td>
<td>109</td>
<td>109</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2006/07</td>
<td>2007/08</td>
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<td>109</td>
<td>109</td>
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<td>2007/08</td>
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<td>2009/10</td>
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<td>109</td>
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<tr>
<td></td>
<td></td>
<td>Performance in 2007/08 has exceeded the target set demonstrating that Lambeth continue to provide a wide range of community-based services to enable service users to remain independent in their own home.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BV 56</td>
<td>Items of Equipment Delivered Within 7 Working Days</td>
<td>90.10%</td>
<td>84%</td>
<td>85%</td>
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<tr>
<td></td>
<td></td>
<td>2006/07</td>
<td>2007/08</td>
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<td></td>
<td></td>
<td>80%</td>
<td>85%</td>
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<td>2007/08</td>
<td>2008/09</td>
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<td></td>
<td>84%</td>
<td>90%</td>
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<td>2008/09</td>
<td>2009/10</td>
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<td></td>
<td></td>
<td>85%</td>
<td>90%</td>
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<td>2009/10</td>
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<tr>
<td></td>
<td></td>
<td>90%</td>
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<tr>
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<td></td>
<td>Lambeth has improved the delivery timescales for equipment and minor adaptations during 2007/08 and missed the target by only 1%. Performance has been closely monitored at monthly performance boards and it is anticipated that regular audits of the information should result in further improvement during 2008/09.</td>
<td></td>
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</tr>
<tr>
<td>PI ref.</td>
<td>Description</td>
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<td>Target</td>
<td>Comments</td>
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</tr>
<tr>
<td>BV 195</td>
<td>Acceptable Waiting Time for Assessment</td>
<td>85.0%</td>
<td>77.8%</td>
<td>98%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>90.0%</td>
<td>90.4%</td>
<td>94%</td>
</tr>
<tr>
<td>BV 201</td>
<td>Direct Payments</td>
<td>97</td>
<td>112</td>
<td>127</td>
</tr>
</tbody>
</table>

Lambeth has made exceptional progress in improving their waiting times for assessments for older people. Performance in 2007/08 has exceeded the target and places us in the top quartile for the London comparator group. This performance indicator will be changing next year to include all ages and will measure just the 28 day component. Adults & Community Services continues to provide monitoring reports for managers for them to successfully track their assessments, this tool has resulted in significant improvements to performance in all service areas.

Lambeth continues to make progress in improving their waiting times for care packages. Performance has exceeded the target and this has resulted in us moving up to the top quartile for the London comparator group.

Lambeth increased the number of service users in receipt of direct payments during 2007/08 but the challenging target of 150 per 100,000 was not achieved. Additional resources have been allocated in 2008/09, including a divisional director for personalising services. It is anticipated that this will drive forward the necessary changes required to significantly increase the numbers.
Housing and related services

The set of housing indicators spans a wide range of council activities, from key council management areas to council action on the private sector stock. This recognises that the duty of Best Value will apply to strategic and enabling action on housing as well as to the landlord housing management role.

This year’s performance remained the same as 2006/07, with 42% of indicators achieving target. This is s below our aim for the service, and we recognise that Housing Services remains a top priority for Lambeth with the introduction of the Arms Length Management Organisation (ALMO). 50% of indicators have improved in performance over last year, and we remain committed to achieving 75% improvement over the course of the next year.

These indicators help deliver our corporate plan theme: **Better housing and flourishing local economies**

<table>
<thead>
<tr>
<th>PI ref.</th>
<th>Description</th>
<th>Performance</th>
<th>Target</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>BV63</td>
<td>Energy Efficiency - Average SAP Rating</td>
<td>68</td>
<td>65</td>
<td>66</td>
</tr>
<tr>
<td></td>
<td>The 2007/08 target has been met, demonstrating an improvement since 2006/7. Meeting target on this indicator is due to our commitment to ensuring all dwellings have good levels of insulation, by double glazing and roof insulation where applicable. A robust cavity wall insulation programme is currently being carried out which will significantly improve the SAP rating of each affected dwelling.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>BV64</td>
<td>Number of private sector dwellings returned into occupation</td>
<td>35</td>
<td>197</td>
<td>222</td>
</tr>
<tr>
<td></td>
<td>The 2007/08 target has been exceeded. This is partly due to re-clarification of the definition which brought in a number of properties returned to use under the Council’s Rent Deposit Scheme. Work is ongoing to set up effective partnering arrangements with a Registered Social Landlord (RSL) for implementation of Empty Dwelling Management Orders, along with a scheme for managing those properties returned to use with grant assistance. This will enable future targets to be met.</td>
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</tr>
<tr>
<td>PI ref.</td>
<td>Description</td>
<td>England (median)</td>
<td>Lambeth</td>
<td>Lambeth</td>
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<tr>
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</tr>
<tr>
<td>BV66a</td>
<td>Rent collection and arrears recovery: rent collected</td>
<td>97.86%</td>
<td>90.08%</td>
<td>90.25%</td>
</tr>
<tr>
<td></td>
<td>Rent collection and arrears recovery: 7 weeks arrears</td>
<td>5.47%</td>
<td>14.42%</td>
<td>18.78%</td>
</tr>
<tr>
<td>BV66c</td>
<td>Rent collection and arrears recovery: NSPs</td>
<td>24.70%</td>
<td>20.9%</td>
<td>23.12%</td>
</tr>
<tr>
<td>BV66d</td>
<td>Rent collection and arrears recovery: evictions</td>
<td>0.31%</td>
<td>0.39%</td>
<td>0.55%</td>
</tr>
</tbody>
</table>

An Income Operations Manager (IOM) has been appointed and is reviewing the structure of the Central Income Team to ensure that the team is making the best use of available resources.

The IOM is drafting an Income Action Plan that will detail all options available to maximise income collection and reduce the debt to ensure that the BV66a target for 2008/9 is achieved.

Rent collection remains the highest priority for the housing service. We have stabilised the growth in current tenants arrears in 2007/08 with an improved collection rate of 98.9% but the number in higher level arrears (over 7 weeks) have increased.

Increased action over the next two years will see a reduction in BV66b but meanwhile legal actions will remain above average (BV66c).
<table>
<thead>
<tr>
<th>PI ref.</th>
<th>Description</th>
<th>England (median)</th>
<th>Lambeth</th>
<th>Lambeth</th>
<th>Target</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>BV 183b</td>
<td>Length of stay in temporary accommodation – Hostel</td>
<td>6.87 weeks</td>
<td>12.4 weeks</td>
<td>11 weeks</td>
<td>▼ 11 weeks</td>
<td>▼ 10 weeks</td>
</tr>
<tr>
<td>BV 184a</td>
<td>Non-decent Local Authority Dwellings</td>
<td>26%</td>
<td>32%</td>
<td>34%</td>
<td>▼ 29%</td>
<td>▼ 29%</td>
</tr>
<tr>
<td>BV 184b</td>
<td>Non-decent Local Authority Dwellings - change</td>
<td>16.0%</td>
<td>12.5%</td>
<td>4.6%</td>
<td>12.6%</td>
<td>10.4%</td>
</tr>
<tr>
<td>PI ref.</td>
<td>Description</td>
<td>Performance</td>
<td>Target</td>
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<tr>
<td></td>
<td></td>
<td>2006/07</td>
<td>2006/07</td>
<td>2007/08</td>
<td>▼ 6</td>
<td>▼ 10</td>
</tr>
<tr>
<td>BV 202</td>
<td>Number of Rough Sleepers</td>
<td>2</td>
<td>9</td>
<td>11</td>
<td>▼</td>
<td>▼</td>
</tr>
</tbody>
</table>

Although the original target for 07/08 for this indicator was not achieved, Communities and Local Government have advised that the target for Lambeth for this indicator should be 15.

The increase in rough sleepers in 2007/08 has been partly due to an increase in Eastern European nationals with no recourse to public funds, and entrenched rough sleepers, many of whom due to their support needs are in and out of temporary accommodation.

To achieve future targets, the Lambeth Street Population Outreach Team (SPOT) will continue identifying rough sleepers, and assessing and referring them into suitable accommodation and services. In the final quarter of 2007/08, SPOT worked with over 170 people reported to be sleeping rough.

In addition to this work, the SPOT Team also works with the wider street population. These are individuals who are not rough sleeping but who are spending a significant proportion of their time on the streets because they are either insecurely housed or are having difficulties coping with their tenancies. This will help prevent people from falling out of their accommodation and having to resort to sleeping rough.
<table>
<thead>
<tr>
<th>PI ref.</th>
<th>Description</th>
<th>England (median)</th>
<th>Lambeth</th>
<th>Lambeth</th>
<th>Target</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>BV 212</td>
<td>Average time to re-let Local Authority housing</td>
<td>35 days</td>
<td>70 days</td>
<td>40 days</td>
<td>▼ 36 days</td>
<td>▼ 35 days</td>
</tr>
<tr>
<td>BV 213</td>
<td>Housing Advice Service: Preventing Homelessness per 1,000 Households</td>
<td>3</td>
<td>3</td>
<td>5</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>
Housing benefit and council tax benefit

The housing benefit and council tax benefit indicators target the key areas of performance, and reflect the national interest in the efficiency with which councils administer housing benefit and council tax benefit and the quality of the service they provide.

Of the 5 indicators that measure performance, 100% have improved in performance since the previous year, and 5 of the 6 have achieved their target for the year. This continues the excellent improvements Lambeth has made to its Benefits service over the previous 3 years, and marks us as one of the most rapidly improving councils in this area, and in the top levels of performance for London.

These indicators help deliver our corporate plan theme: Serving our customers well

<table>
<thead>
<tr>
<th>PI ref.</th>
<th>Description</th>
<th>Performance</th>
<th>Target</th>
<th>Comments</th>
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</thead>
<tbody>
<tr>
<td>BV 76b</td>
<td>Housing Benefit Security - Number of investigators per 1000 caseload</td>
<td>0.31</td>
<td>0.17</td>
<td>0.19</td>
</tr>
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</tr>
<tr>
<td>BV 76c</td>
<td>Housing Benefit Security - Number of investigations per 1000 caseload</td>
<td>36.95</td>
<td>18.18</td>
<td>11.62</td>
</tr>
<tr>
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</tr>
<tr>
<td>BV 76d</td>
<td>Housing Benefit Security - Number of prosecutions and sanctions per 1000 caseload</td>
<td>4.58</td>
<td>1.89</td>
<td>2.28</td>
</tr>
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</tr>
<tr>
<td>PI ref.</td>
<td>Description</td>
<td>England (median)</td>
<td>Lambeth</td>
<td>Lambeth</td>
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</tr>
<tr>
<td>BV 78a</td>
<td>Speed of processing new claim to HB/CTB</td>
<td>28.8 days</td>
<td>35.4 days</td>
<td>27.2 Days</td>
</tr>
<tr>
<td>BV 78b</td>
<td>Speed of processing changes of circumstances to HB/CTB</td>
<td>11.0 days</td>
<td>18.7 days</td>
<td>11.7 Days</td>
</tr>
<tr>
<td>BV 79a</td>
<td>Accuracy of HB/CTB claims</td>
<td>98.40%</td>
<td>93.80%</td>
<td>97%</td>
</tr>
<tr>
<td>BV 79b</td>
<td>The amount of Housing Benefit overpayments (HB) recovered during the period being reported on as a percentage of HB deemed recoverable overpayments during that period.</td>
<td>71.38%</td>
<td>60.88%</td>
<td>76.28%</td>
</tr>
<tr>
<td>PI ref.</td>
<td>Description</td>
<td>Performance</td>
<td>Target</td>
<td>Comments</td>
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</tr>
<tr>
<td>BV 79b ii</td>
<td>HB overpayments recovered during the period as a percentage of the total amount of HB overpayment debt outstanding at the start of the period plus amount of HB overpayments identified during the period.</td>
<td>32.09% 20.25% 20.41 11% 22% 24% 25%</td>
<td></td>
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</tr>
<tr>
<td>BV 79b iii</td>
<td>Housing Benefit (HB) overpayments written off during the period as a percentage of the total amount of HB overpayment debt outstanding at the start of the period, plus amount of HB overpayments identified during the period.</td>
<td>4.89% 13.24% 6.74% ▼ 2% ▼ 18% ▼ 15% ▼ 13%</td>
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</tbody>
</table>

Performance exceeded target in 2007/08 and improved on the 2006/07 position. Targets were previously set in line with the expectation that recovery would reduce due to changes in recovery methods. As this did not happen, tighter and more realistic targets have been set for 2008/09.

Performance exceeded target in 2007/08 and improved on the 2006/07 position. Tighter and more realistic targets have been set for 2008/09 as part of the strategy to review and write off uncollectible historical debts.
Environment

There are a range of Best Value indicators covering such areas as waste, transport, planning and environmental health and trading standards. The performance indicators across these service areas seek to reflect councils’ role and responsibilities to their local communities and stakeholders in improving the quality of public space and the local environment.

The overall trend of performance is of an increase in the Environment section, with 75 per cent of indicators showing a year on year trend improvement since 2006/07 or already being at the maximum possible result. 58% of indicators have achieved their target this year, which is a large improvement from the 30% result achieved in 2006/07.

These indicators help deliver our Corporate Plan Theme: Respect for the environment

<table>
<thead>
<tr>
<th>PI ref.</th>
<th>Description</th>
<th>Performance</th>
<th>Target</th>
<th>Comments</th>
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<tbody>
<tr>
<td></td>
<td></td>
<td>England (median)</td>
<td>Lambeth</td>
<td>Lambeth</td>
</tr>
<tr>
<td>BV 82a i</td>
<td>Percentage household waste recycled</td>
<td>19.09%</td>
<td>20.31%</td>
<td>22.54</td>
</tr>
<tr>
<td>BV 82b i</td>
<td>Percentage household waste composted</td>
<td>10.36%</td>
<td>2.56%</td>
<td>2.58</td>
</tr>
<tr>
<td>BV 82 a &amp; bi</td>
<td>Percentage of household waste recycled &amp; composted</td>
<td>29.45%</td>
<td>22.87%</td>
<td>25.12</td>
</tr>
<tr>
<td>BV 82a ii</td>
<td>Tonnage of household waste recycled</td>
<td>10.263</td>
<td>19215</td>
<td>21817</td>
</tr>
<tr>
<td>BV 82b ii</td>
<td>Tonnage of household waste composted</td>
<td>5991</td>
<td>2427</td>
<td>2494</td>
</tr>
</tbody>
</table>

Our overall performance at recycling has increased by 9.84% overall. This has been achieved by focussing our efforts on hard to reach communities that normally do not have access to high quality recycling facilities, such as high density housing. We also focussed our efforts more on standard recycling, rather than composting, during 2007/08 to match this strategy and to reflect the overall borough environment.

We have adopted a waste action framework that will promote the waste management services, and will help improve both the quality of services and accessibility to them.
<table>
<thead>
<tr>
<th>PI ref.</th>
<th>Description</th>
<th>Performance</th>
<th>Target</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>England (median)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Lambeth</td>
<td>Lambeth</td>
<td></td>
</tr>
<tr>
<td>BV 82c i</td>
<td>Percentage household waste used to recover other energy sources</td>
<td>Since Lambeth is not a Waste Disposal Authority it does not report performance or set targets with respect to this indicator.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BV 82c ii</td>
<td>Tonnage of household waste used to recover other energy sources</td>
<td>Since Lambeth is not a Waste Disposal Authority it does not report performance or set targets with respect to this indicator.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BV 82d i</td>
<td>Percentage household waste landfilled</td>
<td>Since Lambeth is not a Waste Disposal Authority it does not report performance or set targets with respect to this indicator.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BV 82d ii</td>
<td>Tonnage of household waste landfilled</td>
<td>Since Lambeth is not a Waste Disposal Authority it does not report performance or set targets with respect to this indicator.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BV 84a</td>
<td>Household Waste Collection: kilograms</td>
<td>430.2 kg</td>
<td>351.6 kg</td>
<td>▼ 347 kg</td>
</tr>
<tr>
<td>BV 84b</td>
<td>Household Waste Collection: % change</td>
<td>0.30%</td>
<td>0.63%</td>
<td>1.19%</td>
</tr>
<tr>
<td>BV 86</td>
<td>Cost of household waste collection per household</td>
<td>£48.23</td>
<td>£61.48</td>
<td>n/a</td>
</tr>
</tbody>
</table>

We have seen an increase in waste per head of 4.24kg. We have worked to highlight the services we offer to householders for waste disposal, and this plus our activities around commercial waste disposal have resulted in this growth. Overall the authority has seen a reduction in the tonnage of municipal waste it has collected, and a move from commercial to household waste.

The authority has adopted an action framework for 2008/09 to develop services. It is anticipated that this will aid in diversion of waste away from landfill rather than result in a growth in waste. Actions in respect of compulsory recycling and linking to enforcement should reduce the amount of fly tipping, illegal disposal of commercial waste as household waste, and hence influence the out turn for 2008/09. It is therefore proposed to aim for zero overall growth in this indicator.
<table>
<thead>
<tr>
<th>PI ref.</th>
<th>Description</th>
<th>Performance</th>
<th>Target</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>BV 87</td>
<td>Cost of waste disposal per tonne municipal waste</td>
<td>2006/07</td>
<td>2006/07</td>
<td>2007/08</td>
</tr>
<tr>
<td>BV 91a</td>
<td>Kerbside Collection of Recyclables: one recyclable</td>
<td>99.80%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>BV 91b</td>
<td>Kerbside Collection of Recyclables: two recyclables</td>
<td>99.27%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>BV 199a</td>
<td>Local street and environmental cleanliness - Litter &amp; detritus</td>
<td>11.6%</td>
<td>25%</td>
<td>18.7%</td>
</tr>
<tr>
<td>BV 199b</td>
<td>Local street and environmental cleanliness - Graffiti</td>
<td>2.00%</td>
<td>6%</td>
<td>6%</td>
</tr>
<tr>
<td>BV 199c</td>
<td>Local street and environmental cleanliness - Fly-posting</td>
<td>0%</td>
<td>1%</td>
<td>1.5%</td>
</tr>
<tr>
<td>PI ref.</td>
<td>Description</td>
<td>England (median)</td>
<td>Lambeth</td>
<td>Lambeth</td>
</tr>
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</tr>
<tr>
<td>BV199d</td>
<td>Local street and environmental cleanliness - Fly-tipping</td>
<td>2006/07</td>
<td>2006/07</td>
<td>2007/08</td>
</tr>
</tbody>
</table>
### Environmental health

Out of a total of 6 Best Value indicators, none have decreased in performance since the previous year and 2 have improved. Whilst we have not achieved the targets set for Trading Standards, we have noticeably improved our performance in the inspection and removal of abandoned vehicles, two key performance indicators for our residents and our corporate plan theme of "Respect for the environment".

These indicators help deliver our corporate plan theme: **Respect for the environment**

<table>
<thead>
<tr>
<th>PI ref.</th>
<th>Description</th>
<th>Performance</th>
<th>Target</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>BV 166a</td>
<td>Environmental health checklist of best practice</td>
<td>93.9%</td>
<td>60%</td>
<td>60%</td>
</tr>
</tbody>
</table>

The main gap is in the health and safety enforcement area where there are no current members of staff in post. Recruitment is now underway and this should enable a closing of this gap during 2008/09. The IT system is now fully functional and the available data is being set up to enable an inspection programme to be run during 2008/09. Both of these measures will have a significant effect on the 2008/09 result when completed.
<table>
<thead>
<tr>
<th>PI ref.</th>
<th>Description</th>
<th>Performance</th>
<th>Target</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>BV 166b</td>
<td>Trading standards checklist of best practice</td>
<td>100% 65% 65% 100% 100% 100% n/a</td>
<td></td>
<td>It has not been possible to set up the educational programme this year due to an increased focus on enforcement, particularly on counterfeit goods, underage sales and establishing a new pilot “No Cold Calling Zones”. Tobacco control awareness work, particularly focused on schools and tobacco retailers is programmed for 2008/09 and should enable a score to be added to this indicator at year’s end. Resources will not be directed at improving this indicator given the revised focus of the government on the new national indicators; however committed programmes will continue to achieve service improvements.</td>
</tr>
<tr>
<td>BV 216a</td>
<td>Remediation of Contaminated Land</td>
<td>N/A 4 4 N/A</td>
<td></td>
<td>Sites of potential concern will be dealt with as they arise</td>
</tr>
<tr>
<td>BV 216b</td>
<td>Information on Contaminated Land</td>
<td>4% 100% 100% 100% 100% 100% n/a</td>
<td></td>
<td>It is anticipated that any site which comes to our attention as being of potential concern will be further investigated without delay hence the target of 100%. Our current performance places us as one of the highest performing authorities in this area in England.</td>
</tr>
<tr>
<td>BV 217</td>
<td>Pollution Control Improvements</td>
<td>100% 100% 100% 100% 100% n/a</td>
<td></td>
<td>There are relatively few authorised processes and it is anticipated that all required improvements will be achieved on time.</td>
</tr>
<tr>
<td>PI ref.</td>
<td>Description</td>
<td>Performance</td>
<td>Target</td>
<td>Comments</td>
</tr>
<tr>
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<td>------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>BV 218a</td>
<td>Abandoned Vehicles - Investigation</td>
<td>92.46% 82.6% 87.46%</td>
<td>90% 90% 95% n/a</td>
<td>The integrated environmental quality monitoring team are now fully recruited to and the waste and cleansing contract has been successfully implemented with service standards returning to normal. The focus of the team has now changed to improving performance and environmental quality and we expect to see abandoned vehicle inspection rates improve in 2008/09.</td>
</tr>
<tr>
<td>BV 218b</td>
<td>Abandoned Vehicles – Removal</td>
<td>90.44% 58.5% 75.57%</td>
<td>70% 75% 75% n/a</td>
<td>There has been an improvement in the percentage of vehicles removed within timescale in 2007/08 and this can be attributed to the implementation of a dedicated service manager and a new contract signed with our contractors APCOA in November 2007. Following a tendering process Lambeth intends to change the contractor responsible for the removal of abandoned vehicles. We have set the target for 2008/09 with this in mind and intend to achieve continuous to improvement throughout the life of the new contract.</td>
</tr>
</tbody>
</table>
In Transport 88 per cent of indicators have met their targets and 76 per cent show an improvement over the previous year’s results. This shows a continued high performance in the area of transport, in particular around road safety.

These indicators help deliver our corporate plan theme: **Respect for our environment**

<table>
<thead>
<tr>
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<th>Target</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>BV 223</td>
<td>Condition of Principal Roads</td>
<td>8.48%   16.64% 12% ▼ 16% ▼ 16% n/a n/a</td>
<td>The substantial change in performance is a phenomenon experienced by most London boroughs as the methodology of surveying and rules and parameters for analysing the results are still being refined. There is some concern among London boroughs that this is not the most accurate way of surveying roads as the machinery used operates most efficiently when the vehicle is in constant motion – congested areas or roads with kerbside parking prevent an accurate reading from being taken.</td>
<td></td>
</tr>
<tr>
<td>BV 224a</td>
<td>Condition of Non-Principal Roads</td>
<td>13.34% 16.93% 5% ▼ 17% n/a n/a n/a</td>
<td>TTS/SCANNER survey methodology was used for 2007/08 and is not comparable with DVI/CVI survey methodology used prior to 2007/08. Following Audit Commission guidance, targets are to be set on basis of 2006/07 baseline and benchmarking against other London boroughs when this information is released in late 2008.</td>
<td></td>
</tr>
<tr>
<td>BV 224b</td>
<td>Condition of unclassified roads</td>
<td>15.56% 11% 14% ▼ 10.5% ▼ 10% ▼ 9.5% n/a</td>
<td>It is anticipated that with the continued funding made available for planned maintenance a larger proportion of the unclassified roads can be improved in the coming years and so provide an improved performance. Targets are calculated by running projections that take into account the lengths of unclassified roads strengthened or planned for strengthening since last surveyed. The Public Service Agreement stretch target is designed to enhance performance over and above a natural rate of improvement by providing a pump priming grant to aid the delivery of the target.</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>England (median)</td>
<td>Lambeth</td>
<td>Lambeth</td>
<td>Target</td>
</tr>
<tr>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>BV 99a i</td>
<td>Road accident casualties: KSI (Killed or Seriously Injured) all people</td>
<td>221.25</td>
<td>162</td>
<td>195</td>
</tr>
<tr>
<td>BV 99a ii</td>
<td>Road accident casualties: KSI all people Change</td>
<td>-4.0%</td>
<td>-0.3%</td>
<td>20.4%</td>
</tr>
<tr>
<td>BV 99a iii</td>
<td>Road accident casualties: KSI all people 94-98 avg</td>
<td>-32.80%</td>
<td>-48.2%</td>
<td>-37.6%</td>
</tr>
<tr>
<td>BV 99b i</td>
<td>Road accident casualties: KSI children</td>
<td>16</td>
<td>7</td>
<td>20</td>
</tr>
<tr>
<td>BV 99b ii</td>
<td>Road accident casualties: KSI children</td>
<td>-9.0%</td>
<td>-63.2%</td>
<td>185.7%</td>
</tr>
<tr>
<td>BV 99b iii</td>
<td>Road accident casualties: KSI children</td>
<td>-47.6%</td>
<td>-84.4%</td>
<td>-55.6%</td>
</tr>
<tr>
<td>BV 99c i</td>
<td>Road accident casualties: Slight injuries</td>
<td>1,022</td>
<td>1173</td>
<td>1648</td>
</tr>
<tr>
<td>BV 99c ii</td>
<td>Road accident casualties: Slight injuries</td>
<td>-3.9%</td>
<td>-6.0%</td>
<td>40.5%</td>
</tr>
</tbody>
</table>

Lambeth Council has adopted the principles of the Mayor of London and the Government’s road safety strategy in challenging casualty reduction targets. Lambeth’s aim is to achieve the targets before 2010 and exceed these by 2010. The national road casualty reduction targets were set out in the government’s road safety strategy “Tomorrow’s Roads – Safer for everyone” in 2000. The targets for casualty reductions to be achieved by 2010 (compared to the 1994-98 averages) were:

- 40% reduction in killed and seriously injured (KSI)
- 50% reduction in the number of children killed or seriously injured
- 10% reduction in slight casualty rate

Lambeth is performing well having already reduced the number of road casualties significantly since the 1994-1998 baseline by:

- 42% reduction in killed and seriously injured (KSI)
- 68% reduction in number of children killed or seriously injured
- 49% reduction in slight casualty rate.

There are numerous external drivers (such as the introduction of congestion charging and personal security concerns) which, combined with the fact that a relatively high proportion of our network is the responsibility of TfL, limit our ability to significantly influence casualty reductions and therefore we continue to report progress against the national/mayoral (2010) targets.
<table>
<thead>
<tr>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>BV 99c iii</td>
<td>Road accident casualties: Slight injuries</td>
<td>-15.2%</td>
<td>-36.0%</td>
<td>-10%</td>
<td>▼ -6.4%</td>
<td>▼ -7.3%</td>
<td>▼ -8.2%</td>
<td>n/a</td>
<td>The 2008/09 target is for the duration of traffic controls based on current and estimated budgets for road improvement works for future years, which are made by TfL. Forecasting the numbers of days of temporary traffic closures cannot be accurately predicted as these are dependent on funding, job prioritisation, as well as the methods of working and traffic management arrangements adopted by the contractor.</td>
</tr>
<tr>
<td>BV 100</td>
<td>Temporary Road Closure</td>
<td>0.53 days</td>
<td>1.1 days</td>
<td>0.95</td>
<td>▼ 4</td>
<td>▼ 4.2</td>
<td>n/a</td>
<td>n/a</td>
<td></td>
</tr>
<tr>
<td>BV 165</td>
<td>Pedestrian Crossings with Facilities for Disabled People</td>
<td>94.7%</td>
<td>12.0%</td>
<td>69.4%</td>
<td>69.4%</td>
<td>69.4%</td>
<td>69.4%</td>
<td>n/a</td>
<td>The improvement in performance is due to the commissioning of a comprehensive survey of the boroughs crossings and improvements made to the upstand heights of a number of crossings, following the issues highlighted during the Audit Commission’s data quality assessment in 2007. The 2006/07 result did not include TfL crossings which are now included in the 2007/08 result.</td>
</tr>
<tr>
<td>BV 187</td>
<td>Condition of Surface Footway</td>
<td>22%</td>
<td>50.20% on combined roads</td>
<td>36%</td>
<td>▼ 48%</td>
<td>▼ 41%</td>
<td>n/a</td>
<td>n/a</td>
<td>2007/08 surveys were based on an updated category 1, 1a and 2 footway hierarchy list. Both principal and non-principal road footway network were surveyed this year.</td>
</tr>
<tr>
<td>BV 215a</td>
<td>Rectification of Street Lighting Faults (non-DNO)</td>
<td>4.33</td>
<td>4.14</td>
<td>1.5</td>
<td>▼ 5</td>
<td>▼ 5</td>
<td>▼ 5</td>
<td>▼ 5</td>
<td>Performance has improved from 2006/07 (2.6) with the contractors continuing to meet their obligation to fix all street lighting faults within 5 working days. The council has no direct control over the response time of the distribution network operator (in Lambeth’s case EDF)</td>
</tr>
<tr>
<td>BV 215b</td>
<td>Rectification of Street Lighting Faults (DNO)</td>
<td>24.44</td>
<td>11.67</td>
<td>15.37</td>
<td>▼ 25</td>
<td>▼ 25</td>
<td>▼ 25</td>
<td>▼ 25</td>
<td></td>
</tr>
</tbody>
</table>

35
Planning

The majority of indicators in Planning have met their targets (88%). No indicators have decreased in performance over the course of 2007/08, which demonstrates the commitment to excellence Lambeth is attaining for it’s planning service. In particular, it is worth noting the large increase in performance for the speed of processing planning applications, and the significant improvement in the turn around speed for major planning applications over 2006/07, placing us above the top threshold for CPA scoring for this indicator.

These indicators help deliver our corporate plan theme: **Better housing and a flourishing economy**

<table>
<thead>
<tr>
<th>PI ref.</th>
<th>Description</th>
<th>Performance</th>
<th>Target</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>England (median)</td>
<td>Lambeth</td>
<td>Lambeth</td>
</tr>
<tr>
<td>BV 106</td>
<td>New homes on previously developed land</td>
<td>84.53%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Performance is expected to remain at 100% as Lambeth contains very little undeveloped land. The exceptions are parks and other open spaces which are strongly protected by planning policies.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BV 109a</td>
<td>Planning applications: Major applications</td>
<td>73.17%</td>
<td>57.0%</td>
<td>75.47%</td>
</tr>
<tr>
<td>PI ref.</td>
<td>Description</td>
<td>Performance</td>
<td>Target</td>
<td>Comments</td>
</tr>
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<td>------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td></td>
<td></td>
<td>England (median)</td>
<td>Target</td>
<td></td>
</tr>
<tr>
<td>BV 109b</td>
<td>Planning applications: Minor applications</td>
<td>77.00%</td>
<td>73.5%</td>
<td>82.35%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>CLG</td>
<td>CLG</td>
<td>CLG not set yet</td>
</tr>
<tr>
<td></td>
<td></td>
<td>65%</td>
<td>65%</td>
<td>set yet</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Local</td>
<td>Local</td>
<td>83%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>75.4%</td>
<td>Local</td>
<td>set yet</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Local</td>
<td>83%</td>
</tr>
<tr>
<td></td>
<td>In 2007/08, Lambeth exceeded target and achieved above the median average for England for this indicator. Improvement has been due to successful performance management of all three BVPI 109 indicators.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>BV 109c</td>
<td>Planning applications: Other applications</td>
<td>88.96%</td>
<td>87.8%</td>
<td>90.47%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>CLG</td>
<td>CLG</td>
<td>CLG not set yet</td>
</tr>
<tr>
<td></td>
<td></td>
<td>80%</td>
<td>80%</td>
<td>set yet</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Local</td>
<td>Local</td>
<td>88%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>88%</td>
<td>Local</td>
<td>set yet</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Local</td>
<td>set yet</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Local</td>
<td>92%</td>
</tr>
<tr>
<td></td>
<td>In 2007/08, Lambeth exceeded target and achieved above the median average for England for this indicator. Improvement has been due to successful performance management of all three BVPI 109 indicators.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>BV 200a</td>
<td>Plan Making - Development Plan</td>
<td>n/a</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>The Local Development Scheme (LDS) was submitted to Government Office for London (GOL) on 18th Dec 2007 and cleared by GOL on 15th Jan 2008.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>BV 200b</td>
<td>Plan Making - Milestones</td>
<td>n/a</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Work on the Local Development Framework core strategy is proceeding as per the LDS timetable. An additional 4-week consultation period was carried out in February-March 2008 on issues raised.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PI ref.</td>
<td>Description</td>
<td>Performance</td>
<td>Target</td>
<td>Comments</td>
</tr>
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</tr>
<tr>
<td>BV 204</td>
<td>Planning Appeals</td>
<td>31.3%</td>
<td>61.46%</td>
<td>39.5%</td>
</tr>
<tr>
<td>BV 205</td>
<td>‘Quality of Planning Services’ Checklist</td>
<td>94%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>
Culture and related services

The aim of the indicators is to ensure that there is a strategic framework for cultural services that are provided in a cost efficient way to the satisfaction of the whole community.

There are only two indicators for Cultural services. We have increased our performance in one, and remained at the same level as 2006/07 for the other. This is set against the backdrop of the CPA score of a 2 for Cultural Services, an improvement over last years score of a 1 and a mark of our improved service delivery.

These indicators help deliver our corporate plan theme: **Better housing and a flourishing economy**

<table>
<thead>
<tr>
<th>PI ref.</th>
<th>Description</th>
<th>Performance</th>
<th>Target</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>BV170a</td>
<td>Visits to/museums and galleries per 1000 population</td>
<td>545</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>BV170b</td>
<td>Visits to museums and galleries in person per 1000 population</td>
<td>280</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>BV170c</td>
<td>Visits to museums &amp; galleries by pupils in organised groups</td>
<td>3,337</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

Lambeth does not report on this indicator since it does not fall above the threshold for museum funding stipulated in the BVPI guidance published by the Audit Commission. Data is collected nonetheless in case this changes.
<table>
<thead>
<tr>
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<th>Performance</th>
<th>Target</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>BV 219b</td>
<td>Percentage of conservation areas in the local authority area with an up-to-date character appraisal</td>
<td>20% 15% 15% 31.7% 46.7% 61.7% n/a</td>
<td></td>
<td>Prioritisation issues have meant that the target for 2007/08 was not achieved. However, an action plan has been put into place to resolve these issues in 2008/09, and ensure that we have enough qualified assessors to meet this target.</td>
</tr>
<tr>
<td>BV 220</td>
<td>Public Library Service Standards Checklist</td>
<td>3 2 3 2 3 3 n/a</td>
<td></td>
<td>Result not ready until all PLSS data is signed off. Provisional result is 3.</td>
</tr>
</tbody>
</table>
Community safety and well being

The police and local councils are required to report on a number of performance indicators, reflecting their shared responsibility under Crime and Disorder Reduction Partnerships. These indicators inform authorities of weaknesses in the service that need to be addressed. Local authorities are expected to develop local targets for their areas in liaison with their Crime and Disorder Reduction partners.

Lambeth continues to perform excellently in the areas of community safety, with 90 per cent of the indicators showing a year on year improvement since 2006/07.

In particular performance in the areas of crime (violent crime, vehicle crime and robberies) has increased ahead of the set target, with domestic burglary’s showing a slight decrease in performance.

These indicators help deliver our corporate plan theme: **A safer Lambeth with stronger communities**

<table>
<thead>
<tr>
<th>PI ref.</th>
<th>Description</th>
<th>Performance</th>
<th>Target</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>England (median)</td>
<td>Lambeth</td>
<td>Lambeth</td>
</tr>
<tr>
<td>BV 126</td>
<td>Domestic burglaries per 1000 household</td>
<td>8.7</td>
<td>21.8</td>
<td>22.1 ▼ 21.8</td>
</tr>
<tr>
<td>BV 127a</td>
<td>Violent Crime per 1000 population</td>
<td>17.0</td>
<td>43.6</td>
<td>38.6 ▼ 42.8</td>
</tr>
</tbody>
</table>

Residential burglary saw an increase (in relation to crime count) in 2007/08 compared to 2006/07. There was an increase of 2.3% which saw figures rise from 2774 to 2837. However for the last five years we have seen continued reductions each year. There are no targets set for 2008/09 onwards as these indicators and targets are provided by Lambeth police, and there are new, different non BVPI indicators being monitored under the new national indicator set.

Violent crime (as per this BVPI definition) decreased by -10.4% (in relation to crime count) in 2007/08 compared to 2006/7 therefore the target was exceeded for 2007/08. There are no targets set for 2008/09 onwards as these indicators and targets are provided by Lambeth police, and there are new, different non BVPI indicators being monitored under the new national indicator set.
<table>
<thead>
<tr>
<th>PI ref.</th>
<th>Description</th>
<th>Performance</th>
<th>Target</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>BV 127b</td>
<td>Robberies per 1000 population</td>
<td>0.6</td>
<td>10.8</td>
<td>8.9</td>
</tr>
<tr>
<td>BV 128</td>
<td>Vehicle crimes per 1000 population</td>
<td>9.6</td>
<td>15.6</td>
<td>14.0</td>
</tr>
<tr>
<td>BV 174</td>
<td>Racial incidents per 100,000 population</td>
<td>5.10</td>
<td>68.38</td>
<td>50.37</td>
</tr>
<tr>
<td>BV 175</td>
<td>Racial incidents with further action</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>BV 225</td>
<td>Actions against Domestic Violence</td>
<td>72.7%</td>
<td>91.0%</td>
<td>100%</td>
</tr>
<tr>
<td>BV 226a</td>
<td>Advice and Guidance Services: Total Expenditure</td>
<td>£161,643</td>
<td>£892,433</td>
<td>£945,152</td>
</tr>
<tr>
<td>PI ref.</td>
<td>Description</td>
<td>Performance</td>
<td>Target</td>
<td>Comments</td>
</tr>
<tr>
<td>-------</td>
<td>-------------------------------------------------</td>
<td>-------------</td>
<td>--------</td>
<td>------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>BV 226b</td>
<td>Advice and Guidance Services: CLS Quality Mark</td>
<td>82.50%</td>
<td>86.48%</td>
<td>87.38%</td>
</tr>
<tr>
<td>BV 226c</td>
<td>Advice and Guidance Services: Direct Provision</td>
<td>£317,513</td>
<td>£789,761</td>
<td>£1,035,580</td>
</tr>
</tbody>
</table>
Code of Practice on Workforce Matters

The purpose of the Transfer of Undertakings (Protection of Employment) Regulations 1981 ("TUPE"), and European Directive 77/187/EEC on Employees' Rights on Transfer of Undertakings (The Acquired Rights Directive - "ARD") is to preserve continuity of employment and to safeguard employment rights of all employees whose employment transfers to a new employer as a result of a relevant transfer.

The Code of Practice on Workforce Matters was introduced to reinforce these principles by ensuring that staff taken on by an undertaker following a TUPE transfer are provided with no less favourable same terms and conditions of employment as staff transferred to them when they took over the business.

The Council ensures that all individual contracts comply with Best Value requirements under the Local Government Act 1999, including workforce requirements in the Code and accompanying statutory guidance.

The position on contracts awarded in the last year is that there has been universal compliance in this area. The council’s procurement process ensures all appropriate clauses are now included at the point of tender and we work constructively with existing contractors where there were outstanding issues relating to compliance in practice.
Translations and other formats

If you are not able to get a friend or relative to translate this document for you, you can obtain a summary of the main points of this document in large print, Braille or on audiotape, or in another language listed below. Please contact:

Performance Improvement Manager
Policy, Equalities & Performance Division
Lambeth Town Hall, Brixton Hill
London SW2 1RW

Email: performance@lambeth.gov.uk

Bengali

আপনার জন্য এই তথ্যের কাগজটির অনুবাদ করে দেওয়ার মত কোন বন্ধু
বা অভিজ্ঞকে আপনি না পেলে, এই তথ্যের কাগজটির প্রধান বিষয়গুলির
একটা সংক্ষিপ্তসার পাওয়ার জন্য দয়া করে নিচের ঠিকানায় চিঠি লিখবেন:
(দা পারফর্মেন্স ইন্টারন্ট)

Performance Improvement Manager
Policy, Equalities & Performance Division
Lambeth Town Hall, Brixton Hill
London SW2 1RW

Email: performance@lambeth.gov.uk

Cantonese

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Policy, Equalities & Performance Division
Lambeth Town Hall, Brixton Hill
London SW2 1RW

Email: performance@lambeth.gov.uk

French

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Performance Improvement Manager
Policy, Equalities & Performance Division
Lambeth Town Hall, Brixton Hill

Email: performance@lambeth.gov.uk
Feedback form

We want to make sure that Lambeth’s Performance Plan meets your needs as a resident of the borough. Please take the time to complete this short questionnaire and return it to us at the address below. Your views will help us to improve the Plan in future years.

Please tick one box for each question.

Did you find Lambeth’s Performance Plan easy to understand?

Yes ☐ No ☐

If you said ‘No’ please tell us why:

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

Do you think the Plan gave you useful information about the Council?

Yes ☐ No ☐

Is there anything else you think should be included in the Plan?

Yes ☐ No ☐

If you said ‘Yes’ please tell us why:

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

After reading the Plan, do you understand more about what the Council is doing to improve services?

Yes ☐ No ☐
Please make any additional comments about the Plan below:

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

Please include your name and address if you would like a response:

Name: ____________________________________________________________
Address: __________________________________________________________
________________________________________________________________________
________________________________________________________________________

Thank you for your views. Now please detach this form and send it to:

Performance Improvement Manager
Quality, Performance and Research
Lambeth Council
FREEPOST LON17407
London SW2 1BR

This Performance Plan is available in Lambeth libraries and at our information points. A summary of the Plan was sent to all households in the borough in March. You can also find the plan on the Lambeth website at


1. Introduction

1.1 This Annual Performance Review reports on our corporate basket of performance indicators for 2007/08. These were the areas reported in the monthly Council Performance Digest that we wanted to pay close attention to. These indicators were based on the objectives for Lambeth in our 2007/10 Corporate Plan and 2007/08 Performance Plan as well as their relevance to our CPA score, targeting areas which we knew needed improvement.

1.2 We have sustained our trajectory of improvement, with 72% of our sixty seven CPD corporate performance indicators having improved or maintained 100% performance over the year, with 58% meeting target. The charts below break this down by department.

2. Comparative Performance

2.1 We have comparative data for 44 of our corporate performance indicators which are BVPIs. We have compared our 2007/08 results against the 2006/07 BVPI outturns for other authorities to give a provisional picture of how we are improving. We should note that whilst we have improved in many areas other boroughs will also have so the quartile performance is indicative and will change.

2.2 Our indicative position is good, and shows strong relative improvement. 50% of our CPD indicators are in the top or second quartile, compared to a third last year. We have significantly fewer indicators in the bottom quartile when compared to both other London boroughs and all councils nationally.

![Lambeth Indicators in London quartiles](image-url)
2.3 Repairing our street lighting (BV215a) moved into the top quartile both nationally and in London with preventing homelessness (BV213) also becoming top quartile nationally. In London our performance for processing new benefits claims and changes of circumstances is now top quartile, as is that for the proportion of household waste recycled.

2.4 The diversity of our workforce is a strength with the 2nd highest proportion of all staff and the 3rd highest percentage of top earners from ethnic minorities nationally. Whilst we remain in the top quartile for the proportion of staff with a disability, our performance means we are no longer in the top quartile for the top 5% of earners with a disability.

2.5 Top quartile performance both nationally and in London was also maintained for these indicators:
- Kerbside collection of recyclables (BV91a and b)
- Length of stay in temporary bed and breakfast accommodation
- Private sector dwellings returned to occupation or demolished
- Statements of special educational needs – excluding exceptions

2.6 Conversely we moved out of the top quartiles both nationally and in London for three indicators:
- Street lighting repaired by EDF – which was the best in the country last year
- Percentage of top 5% earners with a disability
- Children killed or seriously injured in road accidents

2.7 There are six indicators which remain in the bottom quartiles both nationally and in London. Work has started to focus on improving performance in these areas where that fits with our corporate priorities:
- Rent and council tax collection
Statements of special educational needs – including exceptions
Invoice payments
Pedestrian crossings with facilities for disabled people
The percentage change in decent homes – although the overall percentage of decent homes is 2nd quartile in London

2.8 The analysis is still being completed for those indicators in the PAF set. Many of these are already in the top banding and once these are taken into account these will improve the position further.

3 Overall Performance

3.1 There are a number of areas of strength. Benefits performance continues to improve strongly and all our child protection targets were met. Recycling and street cleanliness improved and with one exception all our homelessness targets were met. Planning performance also showed good improvement.

3.2 Although some of our people management (PM) indicators fell these are areas we are strong in nationally. However sickness levels increased and all bar one indicator in housing management failed to meet its target, both areas where our comparative performance is already weak.

![Direction of travel of corporate Pls](image-url)
3.3 Overall 58% of our indicators achieved their target, an increase on our position in December 2008 where 56% of indicators were achieving target.

3.4 Particular strengths include our planning service, which has achieved all of the speed of processing applications targets for the first time this year, and our benefits service which has exceeded the annual targets for new applicants and change of circumstances interactions.

3.5 Overall, ECCS has achieved the highest success rate with 88% of indicators being achieved, with ACS achieving the second highest on target rate of 68%. Our weakest performance was in People Management, where the council only achieved one of the 6 targets.

3.6 The detailed performance figures are shown in section 4.

4 Departmental Operational Performance

4.1 Children and Young People’s Service (CYPS)

4.2 13 CYPS indicators were included in the corporate scorecard. 10 have either improved or maintained 100% performance whereas 2 went down in 2007/08 and 1 having no baseline as it is a new indicator. Seven of the indicators met their target.

4.3 We set exceptionally stretching targets in 2007/08 to really drive what is already high performance. Our achievements against target were not as high as expected outside of the child protection indicators, although those for stability of placements and participation in reviews showed improvement.

4.4 Our performance on the three child protection indicators was especially good with re-registrations and duration on the register both reducing. Additionally we
achieved a 49% improvement in our performance on the adoptions of looked after children.

4.5 Overall, our targets for 2007/08 were extremely ambitious, based on our continuous, high year on year performance. Although we have not achieved 6 of these targets, we have improved performance in almost all areas. We have maintained our PAF Band 5 for most indicators for 6 out of 8 indicators, which is the highest performance banding possible

4.6 **Adults and Community Services (ACS)**

4.7 ACS had 13 indicators included in the corporate set; 9 improved over the year and 9 met their targets.

4.8 Performance was exceptional for acceptable waiting times for care packages and assessments. We exceeded our targets for helping more over 65s and adults with physical disabilities to live at home. However we need to increase the numbers of service users with learning disabilities helped to live at home.

4.9 Our performance improved so that more service users received direct payments, however we did not meet the target of 150 per 100,000 population. To drive through improvements in performance ACS have identified personalising care services as a key priority and this includes the appointment of a divisional director for personalising care services. In addition stretched targets have been set as part of the LAA. Over the next three years we aim to move from 150 to 375 per 100,000 which will be a challenging target.

4.10 ACS have been successful in reducing the number of permanent admissions to residential/nursing care for both the over 65s and the 18-64 age group. This has resulted in both indicators achieving the top performance banding.

4.11 **Regeneration and Housing (R&H)**

4.12 14 indicators from R&H were included in the corporate set; 8 met their target and 6 did not. Of those 14 indicators, 10 have improved in performance, 1 has remained the same and 3 deteriorated over the course of the 2007/08 financial year.

4.13 There has been a significant improvement in our performance for determining all three categories of planning applications and while we did not achieve the target for successful planning appeals we achieved a 36% improvement. Equally we met our targets for all the homelessness indicators.

4.14 Only one of the housing management indicators met the target. Although improving slightly our performance on rent collection remains in bottom quartile and is an area where we are taking considered action to improve performance.

4.15 **Environment, Culture and Community Safety (ECCS)**

4.16 11 of the 14 ECCS indicators met their targets. 11 of these indicators have either improved in performance or maintained 100% performance with 3 deteriorating over the course of the 2007/08 financial year.
4.17 Recycling rates and street cleanliness improved which should have a positive impact on resident satisfaction measures. More abandoned vehicles were removed within timescales and our performance for rectifying street lights for which we are responsible was excellent although that of the main distribution operator EDF declined.

4.18 The number of people killed or seriously injured in road accidents increased from 162 to 180 and the number of children killed of seriously injured doubled from 7 to 14.

4.19 **Finance and Resources (F&R)**

4.20 All 7 indicators improved in Finance and Resources, 3 achieved target and 4 did not.

4.21 Benefits performance continues to be excellent with a 24% improvement in the speed of processing claims and a 37% improvement in the speed of processing changes in circumstances. Accuracy also showed a marked improvement and despite missing its target for the first time in Lambeth’s history we hit the higher threshold for accuracy resulting in £1 million additional “reward revenue”.

4.22 Both council tax collection and invoice payment improved but failed to meet their targets which were consciously stretching.

4.23 **People Management**

4.24 The diversity of our workforce is an organisational strength and 48% of our workforce are now from an ethnic minority making us the second most diverse workforce of a London borough.

4.25 The proportion of our top 5% earners who are women increased but fell for ethnic minorities and people with disabilities. Sickness rates increased to over 10 days on average.

4.26 Although performance fell across most indicators, all of the People Management indicators remain above the national averages in all areas. The deterioration of performance must be compared against the backdrop of continued overall high performance.
## Section 4: performance against corporate indicators 2007/08

### Children and Young People’s Services

<table>
<thead>
<tr>
<th>PI Ref</th>
<th>Definition</th>
<th>Target</th>
<th>Actual</th>
<th>06/07</th>
<th>07/08</th>
<th>Benchmarking (versus 2006/07 outturn data)</th>
<th>PAF Banding</th>
<th>National quartile</th>
<th>London quartile</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Target</td>
<td>Result</td>
<td>Direction of travel</td>
<td>Met Target?</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Target</td>
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<td></td>
</tr>
<tr>
<td>PAF C19</td>
<td>Health checks of children looked after</td>
<td>85.00%</td>
<td>90.10%</td>
<td>95.00%</td>
<td>83.9%</td>
<td>PAF BAND 5 out of 5 (maximum)</td>
<td>84% (All England Average)</td>
<td>87% (Nearest neighbours average)</td>
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<td></td>
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</tr>
<tr>
<td>PAF A3</td>
<td>Re-registrations on the child protection register</td>
<td>›13%</td>
<td>12.5%</td>
<td>13.0%</td>
<td>10.7%</td>
<td>PAF BAND 5 out of 5 (maximum)</td>
<td>Data to be analysed</td>
<td>Data to be analysed</td>
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<tr>
<td>PAF C20</td>
<td>Reviews of child protection cases</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>PAF BAND 5 out of 5 (maximum)</td>
<td>Data to be analysed</td>
<td>Data to be analysed</td>
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<td></td>
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<tr>
<td>PAF C21</td>
<td>Duration on the child protection register</td>
<td>›12.29%</td>
<td>12.40%</td>
<td>12%</td>
<td>7.4%</td>
<td>PAF BAND 4 out of 4 (maximum)</td>
<td>Data to be analysed</td>
<td>Data to be analysed</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>PAF C23(BVPI 163)</td>
<td>Adoptions of children looked after</td>
<td>6.50%</td>
<td>4.10%</td>
<td>4.43%</td>
<td>6.1%</td>
<td>PAF BAND 3 out of 5 (maximum)</td>
<td>8.3%(All England Average)</td>
<td>8% (Nearest neighbours average)</td>
<td></td>
</tr>
</tbody>
</table>

1 Nearest neighbours average is based on a set of 10 councils in London from CIPFA with similar demographic and economic indices

› = good performance is below this target

Top quartile is 1 and bottom is 4
### Section 4: performance against corporate indicators 2007/08

<table>
<thead>
<tr>
<th>PI Ref</th>
<th>Definition</th>
<th>06/07</th>
<th>07/08</th>
<th>Benchmarking (versus 2006/07 outturn data)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Target</td>
<td>Actual</td>
<td>Result</td>
</tr>
<tr>
<td>PAF C64</td>
<td>Core assessments of children in need</td>
<td>75%</td>
<td>N/A</td>
<td>75%</td>
</tr>
<tr>
<td>PAF C68</td>
<td>Timing list of reviews of Children looked after</td>
<td>85%</td>
<td>95.80%</td>
<td>100%</td>
</tr>
<tr>
<td>PAF A1 (BVPI 49)</td>
<td>Stability of placements of children looked after</td>
<td>↓13%</td>
<td>15.4%</td>
<td>↓13%</td>
</tr>
<tr>
<td>PAF D78</td>
<td>Long term stability of Children looked after</td>
<td>70%</td>
<td>63%</td>
<td>70%</td>
</tr>
<tr>
<td>PAF B79</td>
<td>Children aged 10-15 in foster placements or PAF placed for adoption (new indicator)</td>
<td>85%</td>
<td>82.20%</td>
<td>85%</td>
</tr>
<tr>
<td>PAF C63</td>
<td>Participation of looked after children in reviews</td>
<td>100.00%</td>
<td>84.90%</td>
<td>100.00%</td>
</tr>
</tbody>
</table>

↓ = good performance is below this target

Top quartile is 1 and bottom is 4
## Section 4: Performance against corporate indicators 2007/08

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<tbody>
<tr>
<td></td>
<td></td>
<td>Target</td>
<td>Actual</td>
<td>Result</td>
</tr>
<tr>
<td>BVPI 43a</td>
<td>Statement of special educational needs: excluding exceptions</td>
<td>92%</td>
<td>100%</td>
<td>92%</td>
</tr>
<tr>
<td></td>
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<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>BVPI 43b</td>
<td>Statement of special educational needs: including exceptions</td>
<td>60.00%</td>
<td>67.28%</td>
<td>60.00%</td>
</tr>
<tr>
<td></td>
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</tr>
<tr>
<td></td>
<td><strong>Adults and Community Services</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>BVPI 53</td>
<td>Intensive home care for people aged 65 or over</td>
<td>23.00</td>
<td>21.37</td>
<td>22.00</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>BVPI 54</td>
<td>Over 65’s helped to live at home</td>
<td>111.0</td>
<td>107.5</td>
<td>106.0</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>BVPI 56</td>
<td>Items of equipment delivered within 7 working days</td>
<td>85%</td>
<td>80%</td>
<td>85%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>BVPI 196</td>
<td>Accept waiting time for care packages</td>
<td>92.0%</td>
<td>90.4%</td>
<td>90.0%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>BVPI 201</td>
<td>Direct payments</td>
<td>90</td>
<td>112</td>
<td>150</td>
</tr>
</tbody>
</table>

¶ = good performance is below this target

Top quartile is 1 and bottom is 4
## Section 4: performance against corporate indicators 2007/08

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<tr>
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<th>06/07 Actual</th>
<th>07/08 Target</th>
<th>07/08 Result</th>
<th>Direction of travel</th>
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<th>PAF Banding</th>
<th>National quartile</th>
<th>London quartile</th>
</tr>
</thead>
<tbody>
<tr>
<td>PAF D40</td>
<td>Clients awaiting a review</td>
<td>75.00%</td>
<td>77.20%</td>
<td>75.00%</td>
<td>75%</td>
<td>✰✰</td>
<td>✰</td>
<td>PAF BAND 4</td>
<td>N/A</td>
<td>74.50%(Inner London average)</td>
</tr>
<tr>
<td>PAF D55</td>
<td>Acceptable waiting times for assessments – Part A, 48 hours</td>
<td>70.00%</td>
<td>88.20%</td>
<td>90.00%</td>
<td>95.9%</td>
<td>✰✰</td>
<td>✰</td>
<td>PAF BAND 5</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>PAF D55</td>
<td>Acceptable waiting times for assessments – Part B, 28 days</td>
<td>70.00%</td>
<td>95.60%</td>
<td>80.00%</td>
<td>97.9%</td>
<td>✰✰</td>
<td>✰</td>
<td>PAF BAND 5</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>PAF C29</td>
<td>Adults with physical disabilities helped to live at home (per 1000 population)</td>
<td>3.90</td>
<td>3.80</td>
<td>4.50</td>
<td>4.57</td>
<td>✰✰</td>
<td>✰</td>
<td>PAF BAND 4</td>
<td>N/A</td>
<td>4.00(Inner London average)</td>
</tr>
<tr>
<td>PAF C30</td>
<td>Adults with learning difficulties helped to live at home (per 1000 population)</td>
<td>2.40</td>
<td>2.10</td>
<td>2.00</td>
<td>1.60</td>
<td>✰✰</td>
<td>✐</td>
<td>PAF BAND 2</td>
<td>N/A</td>
<td>2.23(Inner London average)</td>
</tr>
<tr>
<td>PAF C31</td>
<td>Adults with mental health problems helped to live at home (per 1000 population)</td>
<td>3.30</td>
<td>2.60</td>
<td>2.60</td>
<td>2.95</td>
<td>✰✰</td>
<td>✰</td>
<td>PAF BAND 5</td>
<td>N/A</td>
<td>4.86(Inner London average)</td>
</tr>
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<tr>
<td></td>
<td></td>
<td>Target</td>
<td>Actual</td>
<td>Target</td>
</tr>
<tr>
<td></td>
<td></td>
<td>85.00</td>
<td>85.81</td>
<td>79.00</td>
</tr>
<tr>
<td>PAF C72</td>
<td>Admissions to residential and nursing care for over 65s</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>6.00</td>
<td>1.00</td>
<td>3.10</td>
</tr>
<tr>
<td>PAF C73</td>
<td>Admissions to residential and nursing care for 18-64</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Housing and Regeneration</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>BVPI 66a</td>
<td>% of all rent collected</td>
<td>91.50%</td>
<td>89.76%</td>
<td>91.00%</td>
</tr>
<tr>
<td>BVPI 212</td>
<td>Average time taken to re-let local authority housing</td>
<td>28 days</td>
<td>70 days</td>
<td>36 days</td>
</tr>
<tr>
<td>BVPI 63</td>
<td>Average SAP rating of Lambeth owned dwellings</td>
<td>65</td>
<td>65</td>
<td>66</td>
</tr>
<tr>
<td>BVPI 184a</td>
<td>% of Lambeth homes which are non-decent</td>
<td>33%</td>
<td>32%</td>
<td>29%</td>
</tr>
<tr>
<td>BVPI 184b</td>
<td>% change of non-decent Lambeth homes since the start of year</td>
<td>15.3%</td>
<td>12.5%</td>
<td>15.8%</td>
</tr>
<tr>
<td>BVPI 183a</td>
<td>Length of stay in temporary accommodation (B&amp;B)</td>
<td>3 weeks</td>
<td>0.6 weeks</td>
<td>2 weeks</td>
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<tr>
<td></td>
<td></td>
<td>Target</td>
<td>Actual</td>
<td>Result</td>
</tr>
<tr>
<td>BVPI 183b</td>
<td>Length of stay in temporary accommodation (hostels)</td>
<td>↓12 weeks</td>
<td>12.4 weeks</td>
<td>↓11 weeks</td>
</tr>
<tr>
<td>BVPI 203</td>
<td>% change in number families in temporary accommodation</td>
<td>↓-5.0%</td>
<td>12%</td>
<td>↓-20%</td>
</tr>
<tr>
<td>BVPI 213</td>
<td>Housing advice service – preventing homelessness</td>
<td>3</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>BVPI 64</td>
<td>Private sector dwellings returned to occupation or demolished</td>
<td>185</td>
<td>185</td>
<td>197</td>
</tr>
<tr>
<td>BVPI 109a</td>
<td>% of major planning applications determined within 13 weeks</td>
<td>60.0%</td>
<td>57.0%</td>
<td>60.0%</td>
</tr>
<tr>
<td>109b</td>
<td>% of minor planning applications determined within 8 weeks</td>
<td>65.0%</td>
<td>73.5%</td>
<td>65.0%</td>
</tr>
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<th>Met Target?</th>
<th>Benchmarking (versus 2006/07 outturn data)</th>
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</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Target</td>
<td>Actual</td>
<td>Result</td>
<td>Direction of travel</td>
</tr>
<tr>
<td>109c</td>
<td>% of other planning applications determined within 8 weeks</td>
<td>80.0%</td>
<td>87.8%</td>
<td>80.0%</td>
<td>90.5%</td>
</tr>
<tr>
<td>BVPI 204</td>
<td>% of unsuccessful planning appeals</td>
<td>34.0%</td>
<td>61.5%</td>
<td>30.0%</td>
<td>39.5%</td>
</tr>
<tr>
<td>BVPI 82</td>
<td>Domestic waste recycled and composted</td>
<td>23.0%</td>
<td>22.6%</td>
<td>25.0%</td>
<td>25.1%</td>
</tr>
<tr>
<td>BVPI 199a</td>
<td>Cleanliness: litter and detritus</td>
<td>22%</td>
<td>27%</td>
<td>24%</td>
<td>18.7%</td>
</tr>
<tr>
<td>BVPI 199b</td>
<td>Cleanliness: graffiti</td>
<td>5%</td>
<td>6%</td>
<td>5%</td>
<td>6%</td>
</tr>
<tr>
<td>BVPI 199c</td>
<td>Cleanliness: fly-posting</td>
<td>1%</td>
<td>2%</td>
<td>2%</td>
<td>1.5%</td>
</tr>
<tr>
<td>BVPI 218a</td>
<td>Abandoned vehicles investigation</td>
<td>85%</td>
<td>82.6%</td>
<td>90%</td>
<td>87.5%</td>
</tr>
</tbody>
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<td>Actual</td>
<td>Target</td>
<td>Result</td>
</tr>
<tr>
<td>BVPI 218b</td>
<td>Abandoned vehicles – removal</td>
<td>50%</td>
<td>58.5%</td>
<td>70%</td>
</tr>
<tr>
<td>BVPI 91a</td>
<td>Kerbside collection of recyclables: one item</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>BVPI 91b</td>
<td>Kerbside collection of recyclables: two items</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>BVPI 165</td>
<td>Pedestrian crossings with facilities for disabled people</td>
<td>100.0%</td>
<td>12.0%</td>
<td>60.1%</td>
</tr>
<tr>
<td>BVPI 215a</td>
<td>Rectification of street lighting faults (non DNO)</td>
<td>◄5</td>
<td>4.14</td>
<td>◄5</td>
</tr>
<tr>
<td>BVPI 215b</td>
<td>Rectification of street lighting faults (DNO)</td>
<td>◄25</td>
<td>11.67</td>
<td>◄25</td>
</tr>
</tbody>
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## Section 4: performance against corporate indicators 2007/08

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<td>Target</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>BVPI 99ai</td>
<td>Road accident casualties: killed or seriously injured, all people</td>
<td>244</td>
<td>162</td>
<td>233</td>
</tr>
<tr>
<td>BVPI 99bi</td>
<td>Road accident casualties: killed or seriously injured, children</td>
<td>33</td>
<td>7</td>
<td>31</td>
</tr>
<tr>
<td>BVPI 99ci</td>
<td>Road accident casualties: slight injuries, all people</td>
<td>1732</td>
<td>1173</td>
<td>1715</td>
</tr>
</tbody>
</table>

### Finance and Resources

| BVPI 8   | Percentages of invoices paid on time | 80% | 76.5% | 90% | 80.9% | ↘ | ✗ | 31<sup>st</sup> | 4 | 4 |
| BVPI 9   | Percentage of council tax collected | 93.6% | 92.6% | 93.8% | 93.4% | ↘ | ✗ | 26<sup>th</sup> | 4 | 4 |
| BVPI 10  | Percentage of non-domestic rates collected | 98.5% | 98.5% | 98.8% | 98.6% | ↘ | ✗ | 18<sup>th</sup> | 3 | 3 |

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<tr>
<td></td>
<td></td>
<td>Target</td>
<td>Actual</td>
<td>Target</td>
</tr>
<tr>
<td>BVPI 78a</td>
<td>Speed of processing new claim to HB/CTB</td>
<td>∙35.4 days</td>
<td>36 days</td>
<td>∙30 days</td>
</tr>
<tr>
<td>BVPI 78b</td>
<td>Speed of processing change in circumstances to HB/CTB</td>
<td>∙20 days</td>
<td>18.7 days</td>
<td>∙15 days</td>
</tr>
<tr>
<td>BVPI 79a</td>
<td>Accuracy of HB/CTB claims</td>
<td>98%</td>
<td>93.80%</td>
<td>98%</td>
</tr>
<tr>
<td>BVPI 79bi)</td>
<td>Percentage of HB overpayments recovered</td>
<td>58%</td>
<td>60.88%</td>
<td>63%</td>
</tr>
</tbody>
</table>

### Office of the Chief Executive

| BVPI 11a | Top 5% of earners: women | 40.00% | 36.14% | 40.00% | 39.81% | ↑ | ✗ | 24th | 2 | 3 |
| BVPI 11b | Top 5% of earners: ethnic minorities | 27.54% | 24.50% | 28.10% | 23.51% | ↓ | ✗ | 2nd | 1 | 1 |
| BVPI 11c | Top 5% of earners: people with a disability | 2.75% | 7.89% | 8.28% | 4.65% | ↓ | ✗ | 10th | 2 | 2 |

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<tr>
<td></td>
<td></td>
<td>Target</td>
<td>Actual</td>
<td></td>
</tr>
<tr>
<td>BVPI 12</td>
<td>Staff sickness levels</td>
<td>8.40 days</td>
<td>9.79 days</td>
<td>8.40 days</td>
</tr>
<tr>
<td>BVPI 16a</td>
<td>Percentage of employees with a disability</td>
<td>2.70%</td>
<td>7.38%</td>
<td>8.16%</td>
</tr>
<tr>
<td>BVPI 17a</td>
<td>Percentage of employees from an ethnic minority</td>
<td>38.00%</td>
<td>46.34%</td>
<td>38.00%</td>
</tr>
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Article 12 – Officers

12.01 Management structure

(a) General. The full Council may engage such staff (referred to as officers) as it considers necessary to carry out its functions.

(b) Chief Officers. The full Council will engage persons for the following posts, who will be designated chief officers:

<table>
<thead>
<tr>
<th>Post</th>
<th>Summary of Functions and Areas of Responsibility</th>
</tr>
</thead>
</table>
| Chief Executive (and Head of Paid Service) (CE) | • Overall corporate management and operational responsibility (including overall management responsibility for all officers)  
  • Provision of professional advice to all parties in the decision making process  
  • Together with the Monitoring Officer, responsibility for a system of record keeping for all the Council’s decisions  
  • Representing the Council on partnership and external bodies (as required by statute or the Council)  
  • The following services:  
    • Campaigns and communications  
    • Human resources  
    • Policy, equalities and performance  
    • Strategic transformation |
| Executive Director of Adults’ and Community Services (EDACS) | • Adult social care  
  • Community safety  
  • Cultural services (sports, leisure, registrars, libraries, arts & archives, parks & open spaces and cemeteries & crematoria)  
  • Departmental resources  
  • Personalising services  
  • Strategy and commissioning |
<table>
<thead>
<tr>
<th>Post</th>
<th>Summary of Functions and Areas of Responsibility</th>
</tr>
</thead>
</table>
| Executive Director of Children and Young People’s Service (EDCYPS) | • Building schools for the future  
• Change management  
• Strategy and performance  
• Community learning  
• Departmental resources  
• Inclusion and Standards  
• Social care |
| Executive Director of Finance & Resources (EDFR) | • Corporate finance  
• Commissioning and Partnership Strategy  
• Customer services  
• Departmental resources  
• Internal audit and anti-fraud  
• Legal and democratic services  
• Performance and business development  
• Revenues and benefits  
• Communications and technology |
| Executive Director of Housing, Regeneration and Environment (EDHRE) | • Departmental resources  
• Departmental resources (former Environment, Culture and Community Safety department)  
• Housing strategy and partnerships  
• Lambeth Living (housing management and property)  
• Planning  
• Public realm (building control, parking, environmental health, consumer protection, street care and transport & highways)  
• Regeneration and enterprise  
• Valuation and asset management  
• Waste and recycling |

Note: This above list summarises the main functions and responsibilities of the post. Reference should be made to the Scheme of Delegation in Part 3 of this Constitution for full details.
Part 3 - Section 4

Scheme of Delegation and Financial Regulations
Introduction

The Constitution of the London Borough of Lambeth sets out how the Council operates, how decisions are made and the procedures followed to ensure that these decisions are efficient, transparent and accountable to local people. The Constitution is made up of 16 Articles with detailed procedures and codes of practice included in supporting rules and protocols.

The Council has a statutory duty under s151 of the Local Government Act 1972 to “make arrangements for the proper administration of (our) financial affairs and... secure that one of (our) officers has responsibility for the administration of those affairs.” Accordingly, the Scheme of Delegation Part 3, Section 4 Part A provides information and guidance to Council officers and others on the various levels of delegated authorities that are exercised by the Council in carrying out its statutory functions. They are to be read in conjunction with such other Council wide procedures and related documentation as may be necessary and particular attention should be made to any financial requirements that are mentioned.

The Scheme of Delegation consists of three distinct categories: (a) the Introduction; (b) the Corporate Scheme of Delegation, which applies to the Chief Executive and all Executive Directors; and (c) additional powers which have been delegated individually to the Chief Executive and each Executive Director.

Financial Regulations Part 3, Section 4 Part B form a fundamental part of the working of the Council and can be found following the Scheme of Delegation.

7 May 2008
Amended 7 July 2008
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<td>Delegation of Additional Powers to the Executive Director of Housing, Regeneration and Environment</td>
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Part 3 - Section 4, Part A:

Scheme of Delegation

7 May 2008
Amended 7 July 2008
DELEGATION OF POWERS TO THE CHIEF EXECUTIVE AND EXECUTIVE DIRECTORS

Introduction

1. General Principles

The Council is required under Section 100G of the Local Government Act 1972 and Section 15 of the Local Government Act 2000 to maintain its scheme of delegation for public inspection, and the scheme is maintained by the Division of Legal and Democratic Services. Once approved by Council, the only amendments to the scheme of delegation that will be incorporated will be those approved by the Council and the Cabinet (in relation to the discharge of executive functions) or by the Council in relation to all other functions of the authority. Such amendments must be worded specifically (i.e. add to, delete from, amend specific paragraphs).

However, when a committee specifically instructs the Chief Executive, or an Executive Director\(^1\) or a Divisional Director or Director\(^2\) to undertake a task or when a delegated power is required for a period of less than six months, approval can be given by the relevant committee only (as the Council is not required to incorporate such powers in its scheme of delegation).

2. Operation of Delegated Powers within Departments

In addition to the powers delegated by the Council to the officers specified in the Schedules to this Scheme of Delegation, the Chief Executive, and Executive Directors are authorised to make further arrangements within their Departments to:

- Empower officers to implement specified decisions on their behalf. Schemes of delegation as approved by the Council are set out below under the Chief Executive and each Executive Director, and include specified delegations to Directors, Divisional Directors, Assistant Directors, Heads of Service and Business Unit Managers. The term "officer" in this context is not confined to a direct employee of the Council. The Council will occasionally need to appoint interim managers in senior positions via an agency or on a consultancy basis, who are likely to be required to exercise delegated powers as if they were a directly employed Council officer. Pursuant to the Scheme of Delegation detailed below, Executive Directors may specifically delegate powers to such persons to act as a Director, Divisional Director,

---

\(^1\) Executive Directors of Adults' and Community Services, Children and Young People's Service, Finance and Resources and Housing, Regeneration and Environment.

\(^2\) Directors shall include the Director of Legal and Democratic Services.
Assistant Director, Head of Service or as a Business Unit Manager. This delegation must be made in writing and identify which elements of the Scheme of Delegation apply. The delegation must be time limited, therefore requires renewal and may not be for more than one year. Where the delegated powers in question relate to financial transactions then the Executive Director of Finance and Resources must be consulted. Where the delegated powers relate to human resources issues then the Divisional Director of Human Resources must be consulted.

- Give written advice to those officers on any exceptions to general empowerment (i.e. decisions to only be taken in consultation with themselves or other officers, Cabinet Members or other nominated persons).
- Produce a tailored record-keeping system for decisions, including an audit trail.

3. Consultation

Under the provisions of the Local Government Act 2000, the Council has included relevant consultation arrangements for decision-making. The Constitution and forward plan make clear the expectations placed on the executive (Cabinet Members and officers) to consult before policy and significant operational decisions (i.e. “key decisions”) are made.

4. Preamble

The Chief Executive, all Executive Directors, Directors and Divisional Directors are designated Proper Officers of the Council pursuant to Section 234 of the Local Government Act 1972, and empowered to sign, pursuant to Section 270(3) of the Local Government Act, 1972, any notice, order or other document required to be made, given or issued to give effect to the powers delegated to them both generally and specifically as set out in this paragraph and below.

Pursuant to Section 101 of the Local Government Act 1972 the Chief Executive, all Executive Directors, Directors, Divisional Directors, Assistant Directors, Heads of Service and Business Unit Managers, so far as their respective departments / divisions / business units are concerned, are empowered to deal with the matters set out below. A list of Divisional Directors, Assistant Directors and Business Managers is maintained by the Divisional Director of Human Resources.

The Local Government Act 1972 grants wide-ranging powers for local authorities to delegate the discharge of their functions. The Act of 2000 also contains provisions on the delegation of executive functions; it requires that the local authorities adopting executive arrangements must make arrangements for the discharge of their executive functions, and makes provisions accordingly.
In establishing a Scheme of Delegation for Officers – whether in respect of executive or non-executive functions, it is important to bear in mind that a number of principles exist in terms of delegations, all of which must be complied with in order to ensure that the authority's functions are lawfully discharged. These principles are set out below and are in addition to those set out in the Introduction above. It should be remembered that where functions that are the responsibility of the Cabinet are delegated to officers or other structures outside the Cabinet, the Cabinet should nevertheless remain accountable to the Council, through scrutiny committees for the discharge of those functions. It is a presumption that discretion conferred by a statute should be exercised by an authority or person on whom the statute is conferred and no other authority or person.

Notes to Scheme of Delegation

1. The powers in this document are subject to the provisions set out in the Constitution and Financial Regulations and the delegations contained therein.

2. All delegated functions shall be deemed to be exercised on behalf of and in the name of the Council.

3. The exercise of a delegated power, duty or function shall:
   (a) be subject to the Council's policies and criteria;
   (b) not amount to a new policy or extension of or amendment to the existing and agreed policy framework of the Council unless otherwise provided for in the Constitution;
   (c) be subject to any Special Procedure and/or Protocol; and
   (d) be subject to the requirements of the Constitution and Financial Regulations.

4. An officer to whom a power, duty or function is delegated may nominate or authorise another officer to exercise that power, duty or function, provided that officer reports to or is responsible to the delegator.

5. References to any enactment, regulation, order or byelaw shall be construed as including any re-enactment or re-making of the same, whether or not with amendments.

6. Any references to any Act of Parliament includes references to regulations, subordinate and EU legislation upon which either UK legislation is based, or from which powers, duties and functions of the Council are derived.

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3 Policy Framework means all those plans and strategies that are subject to full Council approval in accordance with Article 4 of the Constitution.
7. Where the exercise of powers is subject to prior consultation with another officer or a Cabinet Member, that officer or Cabinet Member, may give his or her views in general terms in advance to apply to any particular circumstances, to remove the need for consultation for each proposal.

8. Subject to any express instructions to the contrary from the Council, the Cabinet, Committee or Sub-Committee, any power to approve also includes the power to refuse, and the power to impose appropriate conditions.

9. Delegations to officers are subject to-

   (a) the rights of the Council, Cabinet, Committee or Sub-Committee to decide any matter in a particular case;

   (b) the Chief Executive, and the Executive Director or other officer may in any case in lieu of exercising his/her delegated power refer to the Council, the Cabinet, Committee or Sub-Committee for a decision; and

   (c) any restrictions, conditions or directions of the Council, the Cabinet, the delegating Committee or Sub-Committee.

10. In exercising delegated powers the Chief Executive, the Executive Director or other officer shall:

   (a) take account of the requirements of the Constitution and Financial Regulations and shall address all legal, financial and other professional safeguards as if the matter were not delegated;

   (b) shall exercise the delegation so as to promote the efficient, effective and economic running of that Division, Department and the Council, and in the furtherance of the Council's visions and values; and

   (c) shall, where and when appropriate, report back to the appropriate body (i.e. Council, Cabinet, Committee or Sub-Committee) as to the exercise of those delegated powers.

11. Except where otherwise expressly provided either within the Scheme of Delegation or by resolution of the Council, the Cabinet, a Committee or Sub-Committee, the exercise of any delegated power, duty or function is subject to having the appropriate and necessary budgetary provision in place to take the action in the name of and/or on behalf of the Council.

12. Any delegated power conferred to a subordinate officer shall be deemed to be exercised in the name of the Chief Executive, or the Executive Director as appropriate.
13. The compilation of a Scheme of Delegated Powers is a statutory requirement. The Scheme of Delegation is maintained by the Director of Legal and Democratic Services and delegations are added to it as they are made by the Council, Cabinet, Committees and Sub-Committees. Officers should take care to inform themselves of any subsequent changes to the Scheme before solely relying on this document.

14. The Director of Legal and Democratic Services shall have the power, subject to prior notification to the party whips, to amend this Scheme to reflect re-organisations, changes in job titles and vacancies, where said changes result in redistributing existing delegations and not the creation of new ones.

15. Any post specifically referred to below shall be deemed to include any successor post, or a post which includes within the job description, elements relevant to any particular delegation, which were also present in the earlier post and shall include anyone acting up or seconded or discharging the functions of the post on an interim basis.

16. Any reference to a Committee or Sub-Committee shall be deemed to include reference to a successor Committee or Sub-Committee provided that the subject matter of a particular delegation can be found within the terms of reference of both the earlier and the successor Committee or Sub-Committee.

17. Where a power or duty is delegated to an officer, and the exercise of that power or duty is contingent upon the opinion of the Cabinet or Council that particular conditions or factual circumstances exist, then the officer in question has the power to determine whether or not those circumstances exist or those conditions have been fulfilled in the name of and with the authority of the Cabinet or Council as appropriate.

18. With respect to any reference to a delegation being exercised following consultation with the appropriate Cabinet Member, the decision is vested with the delegatee who shall be responsible and accountable for the decision, the delegatee is required to bring independent judgement to bear on the decision, and the decision must not consist of the officer adding a sanction of approval to what a Councillor has decided.

19. If a matter is delegated to an officer, but that delegation cannot be implemented, that should be reported to the Council, the Cabinet or the delegating Committee or Sub-Committee.

20. Functions, matters, powers, authorisations, delegations, duties and responsibilities within this Scheme shall be construed in a broad and inclusive fashion and shall include the doing of anything which
is calculated to facilitate or is conducive or incidental to the
discharge of anything specified.

21. All matters of interpretation of the Scheme of Delegation will be
determined by the Director of Legal and Democratic Services. In the
event of a conflict between the provisions of this Scheme of
Delegation and the requirements imposed by Financial Regulations,
the latter will take precedence.

22. The definition of any contract term is to be clearly defined in
accordance with Financial Regulations and legal interpretation.

23. Officers exercising delegated powers related to financial matters
(such as raising invoices, writing-off debts, paying invoices or
disposals of assets) shall be aware at all times of the statutory
responsibility of the Executive Director of Finance and Resources
under Section 151 of the Local Government Act 1972 and of the
need to comply with all the instructions and guidance issued by
him/her and to seek their advice as necessary.

24. Executive Directors exercising delegated powers in relation to major
departmental re-organisations and substantial financial matters
(such as write-offs, disposal of assets, increases in fees and
charges) shall make such arrangements to consult with the relevant
Cabinet Member as may be agreed between them from time to
time.

As well as the guidance notes above there are produced below
safeguards for authorisation for discharging delegated functions:

5. Safeguards for Authorisation of subordinate officers to discharge
particular functions in any Scheme of Delegation

1. The nature and statutory context of the function that is to be
discharged by a subordinate officer is relevant. The greater the
extent to which the discharge of the function affects individual rights
or requires the exercise of discretion or professional judgement, the
less likely it would be lawful to authorise the subordinate to act.

2. Administrative inconvenience is a very important rationale for the
power to authorise subordinates to act. Therefore, authorisation
should only be given where the administrative burden of personally
discharging functions would be significant.

3. The degree of control maintained by the senior officer over the
subordinate may be a material factor in determining the validity of
the authorisation. In cases where significant discretion or
judgement must be exercised, a high degree of control should be
retained.
4. The subordinate may be authorised to make decisions in the name of the senior officer, if necessary by using a facsimile signature or requiring the senior officer simply to sign decisions without personally considering them. This system takes advantage of Section 234(2) of the Local Government Act 1972.

5. In the case of the simplest administrative task, involving a minimal exercise of discretion or judgement, there would be less need for formality.

6. A subordinate officer who is authorised to discharge a particular function should not subsequently authorise another officer or third party to discharge that function without the consent of the officer whose powers the subordinate officer is discharging. The responsibility of the Head of Service or other senior officer has formed a basis for the decisions that allow authorisations. Any kind of 'sub-authorisation' will undermine and lessen this responsibility and would greatly increase the likelihood that it will be found to be unlawful.

7. The ability and experience of the authorised officer should be taken into account, so that an officer with appropriate experience and skills is authorised to act.

8. The nature and extent of any further authorisation which is not specified in the Schedules to this Scheme of Delegation should be set down in writing.

**Definition of Management**

‘Management’ in this document means carrying out, in consultation with the Chief Executive or Executive Director as appropriate, the tasks set out below (subject to the restrictions referred to) within the manager's field of responsibility.

1. To keep under constant review the needs of the Borough and its community in relation to all matters within the manager's area of responsibility and to take all such action which in his/her judgement is necessary to ensure that those needs are met within the framework of any policies agreed by the Council.

2. To take all action, within agreed performance criteria, to ensure that the Council’s targets are met in the provision of efficient, effective and economically provided services.

3. The following matters are excluded from this scheme of delegation:

   (a) Any matter that the Council or the Cabinet has resolved shall be determined by itself.
(b) Any matter which is a new policy or is a departure from the existing and agreed policy framework of the Council.

(c) Any matter which, in consultation with the Executive Director, the manager considers inappropriate to be dealt with under delegated powers.

(d) Any matter in which the manager has a personal interest.

(e) Any issue which is required by law to be considered by the Council or a Committee.

(f) Any matter which has been delegated to a Committee of the Council to determine.
CORPORATE SCHEME OF DELEGATION

The following delegated powers are subject to the Chief Executive, or an Executive Director vesting, in addition to those powers delegated by the Council to the officers specified in the Schedule to this Scheme of Delegation, similar delegated authority to other appropriate officers. Any delegation of powers which is made by the Chief Executive, or an Executive Director in addition to those specified in the Schedule to the Scheme of Delegation must be made in writing.

1. Within the overall resources allocated by the Council, in direct support of the Council’s objectives and subject to the exclusions referred to in paragraph 5 below, authority to act on behalf of the Council on all matters relating to the discharge of such functions of the Council as may be delegated from time to time to the Chief Executive or an Executive Director as appropriate, including those detailed in the Departmental Schemes of Delegation which follow.

2. To take all action, within agreed performance criteria, to ensure that the Council’s targets are met in the provision of efficient, effective and economically provided services.

3. Within the overall financial resources allocated corporately to their departments, and subject to such consultation with the Divisional Director of Human Resources as is deemed necessary, to discharge the Council’s employment functions in relation to all personnel in their departments.

4. To keep under constant review the needs of the Borough and its community in relation to all those services provided by the Council and to take all such action which in his/her judgement is necessary to ensure that those needs are met within the framework of any policies agreed by the Council.

5. The following matters are excluded from this scheme of delegation:

(a) Any matter that the Council or the Cabinet has resolved shall be determined by itself.

(b) Any matter which would lead to the Department failing to stay within its annual cash limit (as defined in Financial Regulations) or which would commit the Department to increase its cash limit in any subsequent financial year.
(c) Any matter that is a new policy or is a departure from the existing agreed Policy Framework of the Council unless otherwise provided for in the Constitution.

(d) Any matter which the Chief Executive, or the Executive Director, in consultation with the Chief Executive considers inappropriate to be dealt with under delegated powers.

(e) Any matter in which the Chief Executive, or the Executive Director has declared an interest.

(f) Any issue which is required by law to be considered by the Council, the Cabinet collectively or by a Committee.

(g) Any matter which has been delegated to a Committee of the Council, or of the Cabinet to determine.

6. This Scheme of Delegation has been approved by the Council, the Cabinet the Chief Executive, and the Executive Directors.

7. Any power transferred under this scheme of delegation may not be further delegated without the express approval of the Chief Executive, or the Executive Director.

8. Any power transferred under this scheme of delegation may be exercised by the Chief Executive, or the Executive Directors and, in the event of dispute only the Chief Executive, or the Executive Director’s decision, as appropriate, is effective.

9. Any power in addition to those powers delegated by the Council to the officers specified in the Schedule to the Scheme of Delegation transferred under this scheme of delegation may not be further delegated without the express approval of the Chief Executive, or the Executive Director.

10. Financial expenditure and budgetary control (in compliance with the Constitution, Financial Regulations and Financial Procedures) is delegated to Business Unit Managers within the department. Management of capital expenditure and disposal transactions is delegated to named officers. The Chief Executive or Executive Director, as appropriate, may authorise Business Unit Managers to delegate one or more of their powers to other officers within the business unit.

11. Contract variations (including order and invoice variation) will be the subject to the standard approval limits for the whole transaction. Where
12. The power to establish any departmental standards, procedures or guidance notes that he/she believes to be necessary to enable officers in the department to observe the Council's employment functions in consultation with the Divisional Director of Human Resources.

13. The power to establish any additional departmental financial standards, procedures or guidance notes that he/she believes to be necessary to enable officers in the Department to observe the Financial Regulations and associated guidance is delegated to the Divisional Director of Resources for the respective Department.

14. (a) To consider, in consultation with the relevant Cabinet Member(s), any report issued by the Local Government Ombudsman which includes a finding of maladministration relating to functions discharged by their department and, subject to paragraph (b) below, to notify the Local Government Ombudsman of the action(s) which he/she has taken, or proposes to take, on behalf of the Council in response.

(b) In any case where it is proposed not to take one or more of the actions recommended by the Local Government Ombudsman, his/her report must first be referred to Corporate Committee for consideration within 3 months of receipt.

15. The Scheme explicitly refers to the following designations of officer: Chief Executive, Executive Director, Director, Divisional Director, Assistant Director, Head of Service, Business Unit Manager and Manager and delegates highly specific financial and non-financial powers to each one. Where the Chief Executive or an Executive Director delegates powers to other officers with different designations, the written confirmation must be sufficiently clear to identify which one of the above delegations it is equivalent to and how it relates to the council's financial system. The Chief Executive or Executive Director must maintain a schedule of all such delegations.
CORPORATE SCHEME OF DELEGATION

General

16. All officers making decisions under delegated powers are required to keep a register of all such decisions.

Contracts

17. The power to terminate contracts is delegated to Executive Directors.

18. The power to make additions to and deletions from the Approved Provider lists for contracts is delegated to the Chief Executive, Executive Directors, Divisional Directors and Assistant Directors.

19. The power to grant waivers for contracts of up to £25,000 in value is delegated to Divisional Directors. The power to grant waivers for contracts of more than £25,000 in value is delegated to Executive Directors.

20. With the exception of the Chief Executive and Executive Director of Finance and Resources, the powers below may only be discharged in relation to the officer’s respective area of responsibility.

21. Subject to any exceptions as provided elsewhere in the Scheme of Delegation, all contracts over £100,000 must be made under seal (other than contracts for the sale or acquisition of land at auction). Contracts up to and including £100,000 must be signed by two duly authorised officers as set out below.

<table>
<thead>
<tr>
<th>Value of contract, variation or extension</th>
<th>Authorising Officers</th>
</tr>
</thead>
<tbody>
<tr>
<td>More than £50,000 up to and including £100,000</td>
<td>Head of Service and Assistant Director</td>
</tr>
<tr>
<td>Up to and including £50,000</td>
<td>Business Unit Manager and other Manager</td>
</tr>
</tbody>
</table>

22. In exercising the contract and payment powers delegated to them, officers are required to comply with the Contract Standing Orders which can be accessed here (link).

23. The following table sets out the powers delegated to officers in relation to the award of contracts and variations (including extensions).

<table>
<thead>
<tr>
<th>Value</th>
<th>Authorising Officer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Over £10 million</td>
<td>Executive Director of Finance and Resources</td>
</tr>
<tr>
<td>Up to £10 million</td>
<td>Executive Director</td>
</tr>
<tr>
<td>Up to £1 million</td>
<td>Divisional Director or Director</td>
</tr>
<tr>
<td>Up to £100,000</td>
<td>Head of Service or Assistant Director</td>
</tr>
<tr>
<td>Up to £50,000</td>
<td>Business Unit Manager</td>
</tr>
</tbody>
</table>
Payments

Requisitions

24. Any officer nominated by a Business Unit Manager is delegated the authority to raise requisitions of any value within their own business unit. The Business Unit Manager is required to maintain a schedule of all such staff.

Purchase Orders

<table>
<thead>
<tr>
<th>Value</th>
<th>Authorising Officer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Over £10 million</td>
<td>Executive Director of Finance and Resources</td>
</tr>
<tr>
<td>Up to £10 million</td>
<td>Executive Director</td>
</tr>
<tr>
<td>Up to £1 million</td>
<td>Divisional Director or Director</td>
</tr>
<tr>
<td>Up to £100,000</td>
<td>Head of Service or Assistant Director</td>
</tr>
<tr>
<td>Up to £50,000</td>
<td>Business Unit Manager</td>
</tr>
<tr>
<td>Up to £25,000</td>
<td>Deputy Business Unit Manager</td>
</tr>
</tbody>
</table>

Authorisation of Payments

25. The council uses the Oracle financial system which allows payment to be made through one of two methods: two-way matching or three-way matching. In either method a financial authorisation will be required and its maximum value must be in accordance with the delegations set out in the table below:

<table>
<thead>
<tr>
<th>Value</th>
<th>Authorising Officer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Over £10 million</td>
<td>Executive Director of Finance and Resources</td>
</tr>
<tr>
<td>Up to £10 million</td>
<td>Executive Director</td>
</tr>
<tr>
<td>Up to £5 million</td>
<td>Divisional Director or Director</td>
</tr>
<tr>
<td>Up to £1 million</td>
<td>Head of Service or Assistant Director</td>
</tr>
<tr>
<td>Up to £100,000</td>
<td>Business Unit Manager</td>
</tr>
<tr>
<td>Up to £50,000</td>
<td>Deputy Business Unit Manager</td>
</tr>
<tr>
<td>Up to £25,000</td>
<td>Any Manager</td>
</tr>
<tr>
<td>Up to £2,000</td>
<td>Other staff by delegation</td>
</tr>
</tbody>
</table>

26. The Divisional Director of Resources for each department is required to maintain a schedule of all staff authorised to use the Oracle financial system and to ensure that it is in accordance with the delegations set out above. Where it is not clear that an officer’s role matches the delegations in this Scheme, the Executive Director is required to make a specific delegation in the Departmental Scheme of Delegation and maintain records of all such delegations.

Finance

27. All officers are required to act in accordance with the Council’s Financial Regulations, Financial Procedures and Contract Standing Orders.
28. Authorisation limits for revenue and capital expenditure are as set out in the contracts and payments section above.

29. Divisional Directors of Resources are responsible for ensuring that staff in their respective departments with financial responsibilities are familiar with Financial Procedures. Where Divisional Directors of Resources wish to deviate from this guidance they must first obtain the written agreement of the Executive Director of Finance and Resources.

30. Budget virements are transfers of budgeted expenditure or income between service areas. A service area is a division within a department as defined by the council’s management structure at Part 7 of the Constitution. Budget virements must be made in accordance with the following scheme of virement:

Virements within a department (always within respective areas of responsibility)

<table>
<thead>
<tr>
<th>Value of budget virement</th>
<th>Authorising Officer / body</th>
</tr>
</thead>
<tbody>
<tr>
<td>Over £500,000</td>
<td>Council</td>
</tr>
<tr>
<td>More than £250,000 up to and including £500,000</td>
<td>Executive Director and Divisional Director of Resources in consultation with Lead Cabinet Member</td>
</tr>
<tr>
<td>Up to and including £250,000</td>
<td>Divisional Directors of affected divisions and Divisional Director of Resources in consultation with Lead Cabinet Member</td>
</tr>
</tbody>
</table>

Virements between departments

<table>
<thead>
<tr>
<th>Value of budget virement</th>
<th>Authorising Officer / body</th>
</tr>
</thead>
<tbody>
<tr>
<td>Over £500,000</td>
<td>Council</td>
</tr>
<tr>
<td>Up to and including £500,000</td>
<td>Executive Directors of affected departments and Executive Director of Finance in consultation with Lead Cabinet Members for affected departments</td>
</tr>
</tbody>
</table>

31. Divisional Directors of Resources are required to maintain a schedule of all virements within their respective departments. The Executive Director of Finance and Resources is required to maintain a schedule of all virements between departments.

32. Authority to approve variations to fees and charges for services is delegated to Executive Directors following consultation with the relevant Lead Cabinet Member and the Executive Director of Finance and Resources, unless otherwise reserved to the Cabinet.
Assets

33. Authority to purchase assets (including land and property and whether acquired using compulsory purchase order powers or another power) from within existing revenue and capital budgets (where the scheme specifically includes the purchase of the asset(s)) is delegated to officers in accordance with the limits set out in the table for contracts and payments above.

34. Disposal of assets other than land and property (and unless otherwise reserved to the Cabinet) is delegated to officers in accordance with the following scheme, with a de minimus level of £1,000. All disposals must comply with any applicable Council standards and policies.

<table>
<thead>
<tr>
<th>Value</th>
<th>Authorising Officer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Over £100,000</td>
<td>Executive Director and the Executive Director of Finance and Resources</td>
</tr>
<tr>
<td>£1,000 to £100,000</td>
<td>Executive Director and Divisional Director of Resources</td>
</tr>
</tbody>
</table>

35. Appropriations of land and property between general fund services and the Housing Revenue Account are only delegated to the Executive Directors of the respective departments where the value is nil. Where the value of the appropriation is not nil the agreement of the Executive Director of Finance and Resources must be obtained and the financial effects on the general fund and Housing Revenue Account must be met by compensating budget virements.

Debt write-offs

36. Authority to write off debts is delegated to officers in accordance with the following scheme:

<table>
<thead>
<tr>
<th>Value of debt</th>
<th>Authorising Officer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Over £100,000</td>
<td>Executive Director and the Executive Director of Finance and Resources</td>
</tr>
<tr>
<td>More than £10,000 up to and including £100,000</td>
<td>Executive Director and Divisional Director of Resources</td>
</tr>
<tr>
<td>Up to and including £10,000</td>
<td>Divisional Director and Divisional Director of Resources</td>
</tr>
</tbody>
</table>

Human resources

37. Authority to appoint to posts within their respective areas of responsibility and in accordance with the Council’s policies and procedures is delegated to all officers with managerial responsibility.

38. Authority for re-organisations is delegated to officers as set out in the table below:
<table>
<thead>
<tr>
<th>Scale and impact of re-organisation</th>
<th>Authorising officer</th>
</tr>
</thead>
<tbody>
<tr>
<td>All re-organisations involving less than 20 staff and no increase in ongoing staff costs not already budgeted for by Council.</td>
<td>Any manager acting within their area of responsibility Any reasonably predictable related redundancy, early retirement or other severance costs, including payments into the pension fund if required must be approved by the relevant Divisional Director of Resources prior to formal commencement of the reorganisation</td>
</tr>
<tr>
<td>All re-organisations involving less than 20 staff and an increase in direct staff costs that is within the relevant (i.e. cost centre, business unit, division or department) budget.</td>
<td>Any manager acting within their area of responsibility and the Divisional Director Any reasonably predictable related redundancy, early retirement or other severance costs, including payments into the pension fund if required must be approved by the relevant Divisional Director of Resources prior to formal commencement of the reorganisation</td>
</tr>
<tr>
<td>All re-organisations involving more than 20 staff</td>
<td>Any Divisional Director acting within their area of responsibility and the Executive Director and the concurrence of the Divisional Director of Human Resources and relevant Cabinet Member. Any reasonably predictable related redundancy, early retirement or other severance costs, including payments into the pension fund if required must be approved by the relevant Divisional Director of Resources prior to formal commencement of the reorganisation</td>
</tr>
<tr>
<td>Any re-organisation where the associated one-off (redundancy, early retirement or other severance or similar) costs cannot be met within a department’s approved budget for that purpose</td>
<td>The approval of the Executive Director of Finance is also required, in addition to any approvals set out above.</td>
</tr>
</tbody>
</table>

39. Authority to take disciplinary action (other than dismissal and relating to posts within their business unit) in accordance with the Council’s policies and procedures is delegated to Business Unit Managers.

40. The decision to dismiss officers below Deputy Chief Officer level following due disciplinary process and disciplinary action relating to such posts is delegated to Directors and Divisional Directors.

41. Approval of Redundancy or premature retirement of officers below Deputy Chief Officer is delegated to Executive Directors, following
consultation with the Divisional Director of Human Resources and the Divisional Director of Resources for the department prior to any offer and approval.

42. When an employee (below the grade of Deputy Chief Officer) is leaving the employment of the Council (whether by redundancy, retirement or any other reason) the agreement of the relevant Divisional Director of Resources is required before any monetary compensation is offered. (This does not include payments in lieu or notice or buy-out of annual leave entitlement of less than £2,000.) Payments to Deputy Chief Officers and above require the approval of the Executive Director of Finance and Resources.

43. Approval of retirement on grounds of ill health is delegated to Executive Directors on the recommendation of the relevant Divisional Director of Resources.

44. Approval of industrial injury settlements up to £1,000 is delegated to Executive Directors. Settlements above £1,000 require the prior concurrence of the relevant Divisional Director of Resources.

45. Implementation of Employment Tribunal decisions is delegated to Executive Directors, Directors and Divisional Directors.

46. Approval of transfer of employees on grounds of discipline or employee welfare subject to the agreement of the Divisional Director, Human Resources, is delegated to Executive Directors, Directors and Divisional Directors.

47. The award of honoraria/acting up allowances of up to £5,000 that can be contained within the relevant budget is delegated to Business Unit Managers, in consultation with the relevant Divisional Director of Resources.

48. The award of honoraria/acting up allowances in excess of £5,000 that can be contained within the relevant budget is delegated to Executive Directors on the recommendation of the relevant Divisional Director of Resources and with the agreement of the Divisional Director of Human Resources.

49. The approval of payments of up to and including £5,000 in cases where the Local Government Ombudsman has or is likely to find maladministration, or in accordance with the Corporate Complaints Policy is delegated to Divisional Directors. All such payments in excess of £1,000 must be reported to the Corporate Committee.

50. The approval of payments of above £5,000 in cases where the Local Government Ombudsman has or is likely to find maladministration, or in accordance with the Corporate Complaints Policy is delegated to Executive Directors. All such payments must be reported to the Corporate Committee.
Miscellaneous

51. The authority to sign notices and to authorise officers in and for the department to carry out all enforcement duties, including the issuing of cautions, as required within relevant legislation is delegated to Executive Directors, Directors and Divisional Directors.

52. The authority to approve filming by television or bona fide organizations on Council land (other than school premises) is delegated to Executive Directors, Directors and Divisional Directors.

53. The authority to approve the Membership of representative and professional bodies on behalf of the Council is delegated to Executive Directors.

54. The implementation of the Council’s health and safety policy within their departments is delegated to Executive Directors, Divisional Directors and Directors.
DEPARTMENTAL SCHEMES OF DELEGATION

(a) CHIEF EXECUTIVE (CE)

The following delegated powers are subject to the Chief Executive vesting, in addition to those powers delegated by the Council to the officers specified in this Scheme of Delegation similar delegated authority to other appropriate officers. Any delegation of powers which is made by the Chief Executive in addition to those specified in this Scheme of Delegation must be made in writing.

1. Subject to the exclusions referred to in paragraph 5 of the Corporate Scheme of Delegation, the Chief Executive is authorised to act on behalf of the Council on all matters, including those which have been delegated to another officer, and the following specific functions: human resources, campaigns and communications, policy, equalities and performance, Community Strategy and the Local Strategic Partnership and strategic transformation.

2. To authorise, in consultation with and pursuant to the agreement of, the Leader of the Council, any changes to the membership of the Cabinet and/or to the portfolios of Cabinet Members as set out in the Cabinet Procedure Rules. All such changes are to be reported to the next scheduled Council meeting.

3. To authorise, in consultation with and pursuant to the agreement of the Leader, all necessary arrangements for the establishment of a committee, working group or panel of the Cabinet, including but not limited to the appointment of the membership and terms of reference thereof. All actions taken pursuant to this delegated authority must be reported to the next scheduled meeting of the Cabinet and Council.

4. The power to establish any corporate procedures or guidance notes that he/she believes to be necessary to enable officers in the Council to undertake and perform the Council’s employment functions is delegated to the Divisional Director of Human Resources, having regard to any consultative mechanisms which may exist with the Council's recognised trade unions. Where, in the opinion of the Chief Executive, the establishment of or variation to any such corporate policy or procedure is likely to have significant financial or operational implications the approval of the Cabinet shall be required.

5. Appointment of Chief Officers and Deputy Chief Officers in accordance with the Officer Employment Procedure Rules

6. The decision to dismiss officers at Deputy Chief Officer level and below following due disciplinary process and in accordance with the Officer Employment Procedure Rules.

7. Disciplinary action relating to posts at Deputy Chief Officer level and below not involving dismissal.
8. Approval of acting up allowance for Executive Directors.

9. Approval of the Council's employment policies and all changes thereto, in consultation with the Chief Executive, is delegated to the Divisional Director, Human Resources.

Designations

10. For the purposes of this Scheme of Delegation, the Head of Equalities and Diversity has the same delegated powers as Business Unit Managers.

11. For the purposes of this Scheme of Delegation, the Policy Manager has the same delegated powers as Business Unit Managers.

12. For the purposes of this Scheme of Delegation, the Lambeth First Manager has the same delegated powers as Business Unit Managers.
(b) EXECUTIVE DIRECTOR OF ADULTS' AND COMMUNITY SERVICES (EDACS)

The following delegated powers are subject to the Executive Director of Adults' and Community Services vesting, in addition to those powers delegated by the Council to the officers specified in this Scheme of Delegation, similar delegated authority to other appropriate officers. Any delegation of powers which is made by the Executive Director of Adults' and Community Services, in addition to those specified in this Scheme of Delegation, must be made in writing.

1. Subject to the exclusions referred to in paragraph 5 of the Corporate Scheme of Delegation, the Executive Director of Adults' and Community Services is authorised to act on behalf of the Council on all matters relating to the discharge of the Adults' and Community Services functions of the Council, which include but are not limited to community care services, residential homes, day care, sheltered housing, registration health-related issues, sports & recreation, parks, cemeteries, libraries, arts and community safety.

2. To grant consent on behalf of the Council and pursuant to Section 31(2) of the Anti-Social Behaviour Act 2003, to the giving of an authorisation by a police officer of or above the rank of superintendent, pursuant to section 30(2) of the Act (dispersal of groups and removal of persons under 16 to their place of residence).

3. In accordance with the Financial Regulations, the Executive Director of Adults' and Community Services delegates management of the income and expenditure of the Department to Unit managers and management of capital expenditure and disposal transactions to named officers.

4. Procurement of care placements – (i.e. individual placements that fall outside of any block contracting arrangements) are excluded from the requirement to go through the commissioning procedure detailed in the Commissioning Manual i.e. they do not have to be approved through the Departmental and Strategic Commissioning Boards

5. (a) A general waiver is granted for the need to tender such requirements acknowledging at all times that the Council has a duty to achieve "best value" in making such placements.

   (b) Adult and Community Services operate an internal mechanism that requires the approval of no less than a Divisional Director for all new placements where the aggregated value exceeds £250,000 over 48 months and that a periodic review procedure for all placements (existing and new) is in place in order to continue to demonstrate value for money and best value.

6. Approval of the Building Partnership in Health and Social Care plan.

7. Voluntary Sector Grant Approval and withdrawals.
Decisions Delegated to Divisional Directors and Assistant Directors within their areas of managerial responsibility

8. To promote or authorise applications for anti-social behaviour orders on behalf of the Council.

9. The authority to act, with the agreement of the Chief Executive, during any declared civil emergency.

Decisions Delegated to Business Unit Managers within their areas of managerial responsibility

(c) EXECUTIVE DIRECTOR OF CHILDREN AND YOUNG PEOPLE’S SERVICE (EDCYPS)

The following delegated powers are subject to the Executive Director of Children and Young People’s Service vesting, in addition to those powers delegated by the Council to the officers specified in this Scheme of Delegation similar delegated authority to other appropriate officers. Any delegation of powers that is made by the Executive Director of Children and Young People’s Service in addition to those specified in this Scheme of Delegation must be made in writing.

1. Subject to the exclusions referred to in paragraph 5 of the Corporate Scheme of Delegation, the Executive Director of Children and Young People’s Service is authorised to act on behalf of the Council on all matters relating to the discharge of the functions of the Council as a Local Education and Children’s Services Authority.

2. In accordance with Financial Regulations, the Executive Director of Children and Young People’s Service delegates management of the income and expenditure of the Department to managers of Service Units and management of capital expenditure and disposal transactions to named officers.

3. Due to the higher rates for the care placements for children, special dispensation is required to minimise potential disruption to care provision in a sensitive service area. The following revisions for officers in Children and Young Peoples Service have been approved:

<table>
<thead>
<tr>
<th>Position</th>
<th>Limit for Purchase Orders</th>
</tr>
</thead>
<tbody>
<tr>
<td>Head of Service / Assistant Director</td>
<td>£156,000</td>
</tr>
<tr>
<td>BU Manager</td>
<td>£100,000</td>
</tr>
<tr>
<td>Practice Manager</td>
<td>£62,400</td>
</tr>
<tr>
<td>Deputy Practice Manager</td>
<td>£26,000</td>
</tr>
</tbody>
</table>

4. Children and Young Peoples' Service operate an internal mechanism that requires the approval of no less than a Divisional Director for all new placements where the aggregate value exceeds £250,000 over 48 months and that a periodic review procedure for all placements (existing and new) is in place in order to continue to demonstrate value for money and best value.

Delegations to Divisional Directors and Assistant Directors

5. Secure Orders for Children over the age of 13 years.


7. Decisions of Fostering Panel.
8. Approval of grants from the Grants Development Fund.

9. Chair of the Children’s & Young People’s Service Commissioning Board
(d) EXECUTIVE DIRECTOR OF FINANCE AND RESOURCES (EDFR)

The following delegated powers are subject to the Executive Director vesting, in addition to those powers delegated by the Council to the officers specified in this Scheme of Delegation, similar delegated authority to other appropriate officers. Any delegation of powers that is made by the Executive Director of Finance and Resources in addition to those specified in this Scheme of Delegation must be made in writing.

1. Subject to the exclusions referred to in paragraph 5 of the Corporate Scheme of Delegation, the Executive Director of Finance and Resources, as the officer responsible for the proper administration of the Council’s financial affairs, pursuant to section 151, Local Government Act 1972 is authorised to act on behalf of the Council on all matters relating to the discharge of the Finance functions of the Council, which include but are not limited to the collection and administration of rates, housing benefit and council tax, rent officers, insurance and audit procurement functions. He/she is also authorised to act on behalf of the Council in relation to the discharge of certain other corporate functions which include but are not limited to the Council’s legal and democratic Services, Youth Council, Scrutiny, central support services, information technology, customer services and corporate complaints.

2. Approval of all changes to the Financial Procedures which supplement the Financial Regulations, subject to the requirement that any changes to the Financial Regulations themselves must be approved by full Council.

3. Subject to the approval of the Strategic Leadership Board to agree changes to financial limits in Part 3-Section 4 of the Constitution from time to time to reflect the effect of inflation or to ensure the efficient and effective delivery of service.

4. Arranging for statutory payments to be made to Government Agencies and Departments including, but not limited to, GLA precepts, payments of Income Tax and National Insurance contributions, housing capital receipts to the DCLG etc.

5. The authority to conduct or defend any legal proceedings in any court or tribunal relating to any of the Council's functions, and to settle or discontinue such proceedings (including the compromise of matters where proceedings are, or may be, contemplated) where appropriate in the best interests of the Council is delegated to the Director of Legal and Democratic Services.

6. The Head of Legal Services and Principal and Senior Lawyers are authorised to sign documents on the Council’s behalf (including attestation of the Council’s Seal) and to institute and defend proceedings.
7. The authority to appoint members and other Council representatives to Council committees, sub-committees, and other bodies and on outside organisations in accordance with the allocation of seats to the party groups and on the nomination of the Whip of the party group concerned is delegated to the Director of Legal and Democratic Services and, in his/her absence, to the Head of Democratic Services & Scrutiny or Head of Legal Services.

8. The authority to make arrangements, in consultation with the Chair and Vice-Chair of Overview and Scrutiny Committee and Health Scrutiny Sub Committee, for establishing Joint Health Scrutiny Committees whenever such a committee needs to be established and a meeting needs to be arranged before the next scheduled meeting of Overview and Scrutiny Committee, is delegated to the Director of Legal and Democratic Services and, in his/her absence, to the Head of Democratic Services & Scrutiny or Head of Legal Services.

9. The power to approve the naming and numbering of streets and buildings in the borough in all cases where there are no unresolved objections is delegated to the Data Manager, ICT Services. Any case where an unresolved objection exists must be referred to Corporate Committee for decision.

10. The power to individually authorise borrowing arrangements for up to 3 days and up to a maximum value of £20m that are for the sole purpose of cash flow management is delegated to each of the following officers: the Divisional Director Corporate Finance, the Corporate Financial Controller and the Treasury Manager.

Designations

11. For the purposes of this Scheme of Delegation, the Head of Democratic Services & Scrutiny has the same delegated powers as Business Unit Managers.

12. For the purposes of this Scheme of Delegation, the Head of Corporate Procurement has the same delegated powers as Divisional Directors.
(e) EXECUTIVE DIRECTOR OF HOUSING, REGENERATION AND ENVIRONMENT (EDHRE)

The following delegated powers are subject to the Executive Director of Housing, Regeneration and Environment vesting, in addition to those powers delegated by the Council to the officers specified in this Scheme of Delegation, similar delegated authority to other appropriate officers. Any delegation of powers made by the Executive Director of Housing, Regeneration and Environment, in addition to those specified in this Scheme of Delegation, must be made in writing.

1. Subject to the exclusions referred to in paragraph 5 of the Corporate Scheme of Delegation, the Executive Director of Housing, Regeneration and Environment is authorised to act on behalf of the Council on all matters relating to the discharge of the Regeneration and Housing functions of the Council, which include but are not limited to all functions under the provisions of housing legislation, public sector (HRA) and private sector housing, homelessness, the administration of grants for improvement and repair of properties, the functions of the Design and Property Services Division, housing strategy, regeneration, economic development, investment strategy, town planning and development control, management of corporate property, valuation services, adult education and Area services, building control, environmental health, street care, transport & highways, parking and consumer protection.

2. Approval of garage rents and estate parking charges in consultation with the relevant Cabinet Member and with the agreement of the Executive Director of Finance and Resources.

3. The authority to determine Town Planning Applications and related matters (including enforcement decisions) as set out in the Scheme of Delegation is delegated to the Divisional Director for Planning.

4. The authority to determine Town Planning Applications for consent under Rush Common Act 1806 is delegated to the Divisional Director for Planning, subject to the proviso that applications that he or she considers should be approved will be determined by Corporate Committee.

5. (a) Other than properties which are subject to the right to buy, the authority to dispose of land and property, in accordance with the Disposals Programme as agreed annually by the Cabinet, is delegated to the Head of Asset Strategy.

(b) In the event that the Head of Asset Strategy proposes to dispose of any land or property which is not included in the Disposals Programme (other than those required by statute), prior approval to the disposals must be obtained from the Executive Director of Finance and Resources and the Executive Director for the
department that is responsible for the land or property and the Cabinet Member for Finance.

(c) Ward Members must be given 5 working days to comment on all reports that relate to the exercise of these delegated powers (other than reports that are considered by Cabinet).

(d) A schedule of Decisions taken under these powers should be reported to Cabinet as part of the following year’s disposal report.

(e) The authority to grant and acquire leases for terms of up to 20 years subject to a rental limit of £50,000 per annum and the cost being contained within existing budgets is delegated to the Head of Asset Strategy.

(f) The authority to dispose of properties to occupant voluntary sector organisations for the best consideration that can reasonably be obtained.

(g) The authority to grant and acquire wayleaves and easements for lease terms of up to 125 years, i.e. installations by utility companies, is granted to the Head of Asset Strategy where any cost can be contained within existing budgets.

6. To implement all decisions relating to the allocation of “ward purse” funding, subject to obtaining the prior concurrence of the relevant ward members.

Decisions delegated to Divisional Directors and Assistant Directors

6. To make grants for improvement and repair under the Housing Act (1985) Part XV and Local Government and Housing Act (1989) Part VIII and to exercise discretionary powers to waive repayment of renovation grants where there has been a breach of grant conditions.

7. The authority to initiate formal statutory consultation on a scheme or any part of a scheme following informal non-statutory consultation. NB-Subject to a formal report being submitted for approval.

8. The authority to consider objections received from statutory consultation as part of the Traffic Order Making Process. NB - Subject to a formal report setting out the objections, with clear recommendations being submitted for approval.

9. Following financial approval by the Cabinet, to consider and approve the detailed delivery of local traffic and highways schemes (including controlled parking zones) which have been included within the Councils overall programme.

10. To consider and approve reports on proposed road safety schemes.
11. The power to make, amend or revoke a traffic order following consideration of such objections.

12. The authority to approve any land exchange arising from highway or town and country planning powers for highways or traffic purposes. NB - Subject to submission of a formal report.

13. The authority to negotiate with Western Riverside Waste Authority.

14. The authority to enter into agreements with external authorities, agencies or organisations including the GLA, GOL and the Greater London Mayor’s Office.

15. Any temporary or emergency building or service closure to last over one week.

16. Any planned building or service closure over one month.

17. Outside representation for Government (or similar body) in exercise of their statutory supervisory powers.

18. The authority to act, with the agreement of the Chief Executive, during any declared Civil Emergency

Decisions delegated to Heads of Service

19. To approve discretionary payments for the equivalent of home loss and disturbance under the Land Compensation Act (1973).

20. To join representative and professional bodies on behalf of the Council.

21. To sign notices and to authorise officers in and for the department to carry out enforcement duties as required within relevant legislation.


23. To determine appeals from homeless applicants wishing to refuse offers of permanent accommodation.

Decisions delegated to Business Managers within their Business Unit

24. To exercise the powers of the Council under Part IV of the Housing Act (1985), relating to securing possession of Council dwellings, eviction of secure tenants, non-secure tenants and licensees from Council accommodation in accordance with Council policy.

25. Initiation of distraint procedures against tenants with rent arrears.

26. To instruct bailiffs for the purpose of collecting rent arrears and debts.
27. To exercise the Council's powers when acting on behalf of a protected intending occupier under Section 7 of the Criminal Law Act (1977) in respect of squatted and empty properties.

28. To approve advances for the improvement or repair of dwellings in accordance with the Council's policy.


30. To exercise the powers and duties of the Council relating to applications from homeless persons under Part VII of the Housing Act (1996), in accordance with Council policy.

31. To determine whether a person presenting as homeless under the Housing Acts is intentionally homeless and whether an offer of accommodation should be made.

32. To maintain and operate the Council's Housing Register and to allocate Council properties.

33. The authority to authorise the drafting and sign the publication and making of temporary Traffic Regulation Orders (Head of Transport and Highways).

34. The authority to make and sign permanent or experimental traffic orders where no objection has been received (Head of Transport and Highways). NB – Requires a signed document to be kept declaring no objections received.

35. The authority to publish and sign Traffic Orders, following consideration of the objections and delegated decision by Assistant Director of Street Management (Head of Transport and Highways).

36. The authority to negotiate and conclude highways agreements arising from planning consents or highways adoptions that do not involve land exchanges (Head of Transport and Highways).

37. The authority to enter into agreements for the collection of commercial waste (Head of Street Care).

38. Any temporary or emergency building or service closure to last up to one week.

39. Any planned building or service closure up to one month


41. Legal action in relation to Environmental Health matters (Environmental Health Manager).
42. Signing of short-term building and office accommodation leases (Head of Business Development).