Foreword

Welcome to the final year of delivery of the Safer Lambeth Partnership Plan 2008-11. There is a strong, positive relationship between all the agencies involved in making Lambeth safer, and this annual refresh of our Plan sets out our partnership priorities for the year ahead.

The economic downturn presents fresh challenges for all Community Safety Partnerships. We are not alone in London in experiencing rising levels of acquisitive crime such as robbery and burglary. In the face of diminishing resources, we now need to deliver more for less. It is also clear that we need to communicate what we are doing, to build confidence among our communities that we are tackling the anti-social behaviour and crime issues that matter most to them in their local areas. We have in place a range of robust structures and initiatives that will enable us to meet these challenges head on.

Central to our success this year will be building upon the visible and responsive police presence delivered to every local community through Safer Neighbourhoods. The involvement of local people in letting us know what matters to them, and setting local priorities accordingly, is key, and Safer Neighbourhoods Panels are one way for residents to play their part. This year we will be inviting local people to help determine the most suitable sites for ‘Community Payback’ – where offenders improve neighbourhoods through their community service. Tasks can vary from graffiti removal to shrub clearance.

Every year we are required to carry out a strategic assessment of the borough’s crime and anti-social behaviour issues and concerns. This looks at crime patterns, how we are performing as a Community Safety Partnership and emerging crime trends. It also incorporates any external factors which may affect the way we work, such as changes in legislation or new local and national strategies and approaches. Field work for the strategic assessment includes consultation across our partner agencies, from senior officers who plan and set strategy, to the practitioners who deliver services on the ground. Safer Neighbourhoods Police teams and the Community Police Consultative Group for Lambeth also play a key role.

The findings of the strategic assessment provide a firm foundation for our direction for the year ahead, and shape the priorities and commitments for action within this refresh of our Partnership Plan for 2010/11. This Partnership Plan provides a clear and shared focus for all partners in the borough to work together to make Lambeth a safer place to live, work and visit.

The Partnership Plan is a living document that will continue to be revised annually. We welcome feedback and comments on its contents and our priorities for crime reduction in the borough and contact details are included on the back cover of this document.

Ch Supt Nick Ephgrave
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 one of more than 370 Community Safety Partnerships (CSPs) in England and Wales, put in place following the requirements of The Crime and Disorder Act 1998. The Partnership brings together six statutory public bodies known as the ‘responsible authorities’ which include Lambeth Council, Lambeth Metropolitan Police Service, the Metropolitan Police Authority, the London Fire Brigade, NHS Lambeth and Lambeth and Southwark Probation Service with community, voluntary and private sector partners to reduce crime and disorder (including anti-social and other behaviour adversely affecting the local environment), substance misuse and reoffending in Lambeth.

The Safer Lambeth Partnership aims to achieve this reduction in crime and disorder by:

- Effective borough-wide leadership;
- Bringing together the key statutory agencies and other private, voluntary and community partners to enable effective joint working and partnership activity;
- Supporting responsive service delivery led by intelligence and evidence-based approaches;
- Promoting the safeguarding of children and vulnerable adults, in particular their protection from maltreatment, abuse, crime and anti-social behaviour;
- Engaging the borough’s diverse communities and residents and providing accountability and transparency in order to increase public confidence and enhance perceptions;
- Ensuring that communities and residents are engaged and informed about crime, offending and substance misuse in their area, listening to what is of most concern to them and acting to tackle those issues in a timely and effective manner;
- Ensuring that agencies represented in the Partnership share information and intelligence effectively in order to support victims and tackle offending; and
- Promoting the interests of public protection and safety with effective communications and public relations.

The governance structure of the Safer Lambeth Partnership is illustrated in Appendix 1.
Executive Summary: Partnership Plan 2010/11

Safer Lambeth Partnership Priorities

This is the Safer Lambeth Partnership’s annual revised Partnership Plan for 2010/11, based on the strategic assessment of crime, anti-social behaviour, drug misuse and reoffending in Lambeth conducted between June 2009 and January 2010, which highlights any new and emerging issues for the year ahead. This plan details how we will continue to work together to effectively tackle crime, anti-social behaviour, substance misuse and reoffending across Lambeth.

Our strategic priorities for 2008-11 are to:

- Reduce serious and violent crime
- Reduce the harm caused by drugs and alcohol
- Reduce youth offending
- Support more cohesive and resilient communities
- Support safer more respectful neighbourhoods

Our latest assessment has confirmed that our Partnership priorities still apply, and these remain the priority chapter headings within our Plan. Following our strategic assessment findings in 2008, we recognised the need to build public confidence as an emerging priority. Embedding our approach is a key commitment for the Safer Lambeth Partnership in the year ahead.

Revised Objectives for 2010/11

Analysis and intelligence, crime trends and consultation allow us to make the necessary shifts in focus within our strategic priorities to make sure that we are taking the right action as a Partnership and tackling the right issues, especially those that matter most to local people. Revised objectives for 2010/11 and linked commitments to action are supported by delivery plans, driven by our Partnership Action Groups (PAGs). The delivery plans feature identified lead agencies, objectives, targets and actions for each priority.

Safer Lambeth’s Partnership Delivery Group is responsible for monitoring and overseeing PAG performance, and reports into our Safer Lambeth Executive.

Each year, to support the strategic priorities, the Safer Lambeth Partnership adopts a set of headline commitments to action to focus on for the next twelve months. These are set out within delivery plans with supporting actions, and underpin the Partnership’s headline objectives for 2010/11 which are:

- Build public confidence
- Re-commission drug and alcohol treatment services with a renewed focus on improved recovery and social integration
- Tackle domestic violence and sexual violence (including rape)
- Embed and consolidate Young and Safe programme in its second full year of operation
- Improve outcomes for the Youth Offending Service
- Build resilient and cohesive communities
- Support Safer Neighbourhoods teams to tackle local crime and anti-social behaviour

We also commit to developing Safer Lambeth so that it can face the challenges and opportunities of a changing political and economic landscape.
Safer Lambeth Partnership Plan, 2008-11: strategic priorities, objectives and indicators 2010/11

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.

Single Confidence Target

To maximise the proportion of the borough’s residents responding positively to the question, "How much would you agree or disagree that the police and other local public services are successfully dealing with the anti-social behaviour and crime issues that matter in your local area?" [NI 21]

PRIORITY 1: Reduce serious and violent crime

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

Revised Objectives, 2008-11

- Tackle domestic violence and sexual violence (including rape and sexual assault)
- Reduce serious violence (including ‘most serious violence’)
- Reduce group offending by 18-24 year-olds
- Reduce serious acquisitive crime (robbery, burglary)
- Reduce business crime

Success Measures: key indicators

- NI 15: number of most serious violent crimes per 1000 population
- NI 16: serious violent crime sanctioned detection rate (local target)
- NI 20: attack and injury crime rate per 1000 population
- NI 24: knife crime rate per 1000 population
- NI 28: gun crime rate per 1000 population
- NI 32: repeat incidents of domestic violence reported by those victims who are managed by a MARAC
- NI 33: domestic offences sanctioned detections (local target)
- NI 36: protection against terrorist attack

PRIORITY 2: Reduce the harm caused by drugs and alcohol

There will be significant reductions in the health and social harms associated with drugs and alcohol across the borough, achieved through the development of a drug and alcohol treatment system that drives the continuous improvement of local services, meeting local need and delivering the achievement of real life gains for drug and alcohol users. 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.

Revised Objectives, 2008-11

- Re-commission drug and alcohol treatment services with a renewed focus on improved recovery and social integration
- Reduce drug-related re-offending
- Reduce alcohol-related antisocial behaviour
- Reduce re-offending by Persistent and Prolific Offenders (PPOs)
- Continue to develop services that prevent harm to children, young people and families affected by drug misuse
- Contribute to the development of an Integrated Offender Management Scheme
- Reduce street-based prostitution
- Improve public perceptions of drug dealing and drug use, complementing the work on Building Public Confidence across the Safer Lambeth Partnership

Success Measures: key indicators

- NI 30: re-offending rate of PPOs
- NI 38: drug related (class A) offending rate
- NI 40: drug users in effective treatment
- NI 115: substance misuse by young people

PRIORITY 3: Reduce youth offending

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...

Revised Objectives, 2008-11

- Consolidate Young and Safe Programme in its second full year of operation – tackle youth and gang related crime
- Improve outcomes for the Youth Offending Service (YOS)
- Deploy resources efficiently to deliver effective youth justice services to prevent offending and reoffending
- Integrate strategic planning and working with clear performance oversight to ensure effective delivery of youth justice services
- Ensure that effective partnership arrangements are in place between YOS statutory partners that have a stake in delivering local youth justice services, and these arrangements generate effective outcomes for children and young people who offend or are at risk of offending
- Ensure the YOS has the capacity and capability to deliver effective youth justice services

Success Measures: key indicators

- NI 35: building resilience to violent extremism
- NI 36: protection against terrorist attack
- NI 37: perceptions of people who feel that they belong to their neighbourhood

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.

Revised Objectives, 2008-11

- Build public confidence
- Build resilient and cohesive communities
- Tackle hate crime

Success Measures: key indicators

- NI 18: adult re-offending rate
- NI 30: re-offending rate of PPOs (shared with drugs and alcohol)
- NI 143: offenders in suitable accommodation at the end of their license
- NI 144: offenders in employment at the end of their license

PRIORITY 5: Support safer, more respectful neighbourhoods

Greater respect for public space and other people with significantly reduced levels of ASB, and residents reclaiming their neighbourhoods.

Revised Objectives, 2008-11

- Support Safer Neighbourhoods to tackle local crime and anti-social behaviour – tackle the problem of status dogs, implement the new ASB Response Team (with MPS)
- Support the role of the third sector.
- Improve community safety at a local level
- Improve public realm to prevent or reduce crime and anti-social behaviour
- Increase positive perceptions of local neighbourhoods, contributing to Safer Lambeth Partnership-wide approach

Success Measures: key indicators

- NI 195: improved street cleanliness
- NI 17: perceptions of anti-social behaviour
- NI 22: parents taking responsibility for their children

Reducing Re-Offending

Implement the Reducing Re-offending Strategy, 2009-11:

AIM 1: Develop the partnership approach to reducing reoffending.
AIM 2: Ensure robust, systematic process for sharing information.
AIM 3: Foster a culture of ‘whole system change’ in our approach.
AIM 4: Support the role of the third sector.
AIM 5: Involve offenders in the implementation of the strategy.
1. Introduction

Crime is the top concern for Lambeth’s residents. Across the borough, crime impacts on the quality of life for individuals and entire communities. Reducing crime and disorder, substance misuse and reoffending relies on effective partnership working.

In 2008, the Safer Lambeth Partnership set out its three-year vision, ‘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’.

The Partnership has made great strides towards achieving this vision, through translating agreed strategy into on the ground delivery which makes a positive difference to people’s lives. Lambeth’s borough-wide Controlled Drinking Zone, work to tackle drug dealing, and tackling robbery and burglary are complemented by working with our licencees, support schemes to divert drug users away from offending behaviour and helping residents make their homes more secure.

We continue to work with residents to tackle the wide range of anti-social behaviour (ASB) experienced by our communities. We have launched an ASB reporting line to make it easier for people to reach the help they need. This year we are undertaking an ASB review to make sure we are providing effective, value for money services that are accessible and supportive.

The ‘Young and Safe’ programme focuses on reducing serious youth violence. ‘Young and Safe’ includes long-term approaches to tackling young people’s involvement in group offending.

Each year our priorities are revised through the partnership strategic assessment, which incorporates the views of people who live and work in the borough as well as crime data and survey outcomes. These allow us to identify and analyse the levels, patterns and changes in crime, anti-social behaviour, substance misuse and reoffending in the borough. It also allows us to assess and anticipate the impact of external factors such as the current recession and forthcoming opportunities which include the 2012 Olympics. Our resulting priorities for the coming year and what we are doing to address these are set out in this annual refresh of our Partnership Plan for 2010/11. This year’s strategic assessment showed that crime rates remain stable, but Lambeth remains one of the highest crime rate boroughs in London. Serious violent crime in particular remains a concern.

Safer Lambeth has adopted a co-ordinated, evidence-based approach to increasing community safety. While the Police and the Probation Service have explicit responsibilities for crime reduction and prevention, other partners play key roles in reducing crime and raising community confidence. The council and NHS Lambeth provide a range of services which contribute significantly to the achievement of the priorities set out in this Partnership Plan for 2010/11. Against each of the priorities set out within this Plan, we identify:

The strategic vision – what the strategic assessment tells us about the current situation, and emerging trends that we need to address in 2010/11.

The current picture in 2010 - and findings from the strategic assessment.

Our revised objectives – the key changes we want to bring about for this priority by 31 March 2011.
Commitments to action – A summary of the actions we plan to implement over the next twelve months. These direct and inform our Partnership delivery plans for the coming year.

The success measures – the targets and headline indicators we use (taken from the National Indicator Set\textsuperscript{1} and/or APACS\textsuperscript{2}) to measure our performance against our priorities. The full suite of indicators that we are using is listed in APPENDIX 2.

The linked strategies – This section lists the subsidiary plans and strategies that are relevant to the achievement of this priority.

Interdependencies across the Partnership’s priorities are indicated under ‘Links to other priorities/work of other PAGs’ at the end of each priority in this Plan.

Multi-agency Partnership Action Groups (or PAGs) within Safer Lambeth implement the objectives of each of the priorities in this Plan and coordinate activity. Each PAG has an annual delivery plan incorporating targets for the relevant national indicators, projects and programmes with identified lead agencies. Progress against objectives and targets is monitored throughout the year to ensure that we can deliver against our partnership priorities. In addition, given that the community landscape can change, we review our priorities regularly so that our resources are focused to ensure delivery.

This Plan builds on the excellent work by the Safer Lambeth Partnership over the last three years. It is a living document that will allow us to continue and develop our engagement across our partners and with the wider community in achieving further reductions in crime and disorder, at a local level and across the borough.

\begin{itemize}
\item \textsuperscript{1} NIS: a set of 198 indicators for local authorities and Local Strategic Partnerships against which the performance of local authorities and localities can be measured.
\item \textsuperscript{2} 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 Community Safety Partnerships can be measured.
\end{itemize}
2. Progress during the second year of the Plan, 2009/10

The strategic assessment analyses levels, trends and patterns of crime and disorder and substance misuse in the area, and looks at how these have changed over the last year. The findings from the annual strategic assessment inform the focus and direction of the Safer Lambeth Partnership, and are set out below.

Building on achievement, raising public confidence

Crime in Lambeth has remained static over 2009/10, with a statistically insignificant increase of 0.6% (fewer than 200 offences) in comparison to 2008-09.

However, against this backdrop, Lambeth remains one of the highest crime rate boroughs in London, particularly around the ‘serious’ crimes of serious violence, knife crime, gun crime, robbery, burglary and serious youth violence. Whilst perceptions of crime are improving, there remains significant work to be done to continue the improvements already delivered.

- **Knife crime** increased by 4.4%, ahead of the London average increase of 2.2%. Lambeth has the third highest knife crime rate in London after Southwark and Waltham forest.

- **Gun Crime** increased by 33% last year, ahead of the London average increase of 11%. Lambeth has the highest rate of gun crime offences in London. This rise is **not** linked to youth crime and youth gangs, but is instead concentrated in commercial robbery in the Clapham area. This issue is dealt with directly by the ‘Flying Squad’ directly from Scotland Yard rather than the local Police, although the MPS are diverting resources to this issue in the coming months.

- **Burglary** increased by 10% in 2009/10, ahead of the London average of a 2.9% increase. Lambeth has the second highest rate of burglary in London after Barnet. The rise in burglary started in May 2008, and increased until October 2009. At this point, Community Safety and the Police invested significant resources into addressing the burglary problem directly, and burglary fell month on month. We are confident this trend will continue throughout the year.

- **Robbery** has increased by 10% in 2009/10, ahead of the London average of a 2.8% increase. Lambeth has the highest rate of robbery offences in London. The Police are investing in more street-based policing in 2010/11 which is expected to reduce the number of robberies, but to date this improvement has not been seen, with a 25% increase in robbery in the first six weeks of 2010/11 compared to the same time last year. Like knife crime, robbery is heavily linked to youth crime, with 56% of all robberies in Lambeth being committed by young people.

- **Serious youth crime** increased by 9.9% last year, ahead of the London-wide increase of 1.6%. Lambeth has the third highest rate of serious youth violence, behind Southwark and Waltham forest, and the second highest number of incidents overall after Southwark. The council’s Young and Safe program is focussed on non-negotiable work with young people at risk, or already involved, in serious youth violence, and the police have increased their operations specifically to target youth crime – including ‘school closure operations’ focussing on the key times when youth crimes occur, and test purchase operations to prevent the sale of knives to young people.
The Partnership Plan and associated PAG delivery plans focus on actions to address these areas. Although the immediate crime figures are of concern, the partnership has made great strides across its other priorities, including drug rehabilitation and treatment, domestic violence, hate crime, environmental damage and the number of first time entrants into the youth justice system.

The Safer Lambeth Partnership has delivered a number of programmes, projects and initiatives in 2009/10. These include:

- The neighbourhood crime and justice programme, including the local implementation of the community payback scheme for offenders
- The council’s Community Safety team and Safer Neighbourhoods working together on area-based initiatives; such as drug dealing in Mervan Rd, tackling ASB and drugs in Southwyck House, street population issues in the north of the borough; tackling burglary in St Leonard’s ward, working with St Mungo’s in Cedars Rd and managing the night time economy in Clapham Town
- A new Dogs Action Plan setting out our approach to status and dangerous dogs. Actions delivered include joint Police operations to seize dangerous dogs, free dog chipping events and the promotion of responsible dog ownership
- The introduction of an ASB Reporting Line to provide a new single point of contact between residents and the council’s ASB team
- The introduction of a borough-wide Controlled Drinking Zone
- Twenty new ASBOs and four new Dispersal Zones agreed
- Borough-wide Partnership Enforcement Bus operations, bringing together police and council officers to tackle ASB and Licensing issues in the night time economy
- Robbery and Burglary Action Plans to tackle acquisitive crime
- Deployment of a new rapid response mobile CCTV resource
- Reinstatement of Lambeth’s MPS Vice Squad
- Prostitution Strategy agreed and launched, with a focus on tackling street-based prostitution and kerb crawlers
- Participation in Home Office/Department of Health sponsored Drug Systems Change Pilot, the only London borough to do so
- Further development of partnership working – streamlining of governance arrangements in Safer Lambeth; roll out of our new Partnership Constitution, further development of intelligence-led Partnership Tasking and Coordination arrangements

### Progress on sanctioned detections

Progress on sanctioned detections[^1] (a measure of the effectiveness of policing in dealing with crime) is set out in the table below:

<table>
<thead>
<tr>
<th></th>
<th>Target 09/10</th>
<th>Outturn 09/10</th>
<th>Target 10/11</th>
</tr>
</thead>
<tbody>
<tr>
<td>Racist Offences</td>
<td>50%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

[^1]: A sanctioned detection is where an allegation has resulted in either a charge, a summons, a caution, a formal warning, a youth reprimand or an offence being taken into consideration (where a person before a court admits to other offences to be taken into consideration in passing sentence).
<table>
<thead>
<tr>
<th>Crime Type</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Homophobic Offences</td>
<td>44%</td>
</tr>
<tr>
<td>Domestic Violence</td>
<td>45%</td>
</tr>
<tr>
<td>Rape</td>
<td>35%</td>
</tr>
<tr>
<td>Serious acquisitive crime</td>
<td>12.8%</td>
</tr>
<tr>
<td>Robbery</td>
<td>19%</td>
</tr>
<tr>
<td>Residential Burglary</td>
<td>16%</td>
</tr>
<tr>
<td>Motor Vehicle</td>
<td>7%</td>
</tr>
</tbody>
</table>

The Safer Lambeth strategic assessment 2009 is available from the Safer Lambeth website at www.lambethfirst.org.uk/theme-partnerships/safer-lambeth/
3. Commitments to action: the highlights for 2010/11

Each Partnership Action Group (PAG) within Safer Lambeth is responsible for delivering against our five strategic priorities.

<table>
<thead>
<tr>
<th>Safer Lambeth Strategic priority</th>
<th>Responsible PAG</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduce serious and violent crime</td>
<td>Serious and violent crime</td>
</tr>
<tr>
<td>Reduce the harm caused by drugs and alcohol</td>
<td>Drugs and alcohol</td>
</tr>
<tr>
<td>Reduce youth offending</td>
<td>Reducing youth offending</td>
</tr>
<tr>
<td>Support more cohesive and resilient communities</td>
<td>Community reassurance</td>
</tr>
<tr>
<td>Support safer more respectful neighbourhoods</td>
<td>Safer neighbourhoods</td>
</tr>
</tbody>
</table>

Actions to deliver the **Building Public Confidence** priority for the Partnership will be set out in an action plan to be presented to the Partnership Delivery Group. This work is being led by the council’s Divisional Director of Campaigns and Communications.

Within each of the five Safer Lambeth priorities, there are a number of headline initiatives, or ‘Commitments to Action’, that are the most important measures that Safer Lambeth will implement for the twelve months from April 2010 to the end of March 2011.

The Safer Lambeth Partnership will seek to focus on the following headline Commitments to Action in particular for 2010/11:

- **Build public confidence**
- **Tackle domestic violence and sexual violence** (including rape and sexual assault)
- **Remodel drug and alcohol treatment services with a renewed focus on improved recovery and social integration**
- **Consolidate the Young and Safe programme in its second year of operation** – tackle youth- and gang-related crime
- **Improve outcomes for the Youth Offending Service**
- **Build resilient and cohesive communities**
- **Support Safer Neighbourhoods to tackle local crime and anti-social behaviour** – expand tackle the problem of status dogs, implement the new ASB Response Team (with MPS)

Further information on how we will deliver our priorities is set out within the relevant chapters of this Plan. Methods of delivery are set out within individual PAG delivery plans.
Measuring our performance

This Plan incorporates the following key crime reduction targets adopted by Lambeth Metropolitan Police Service and Safer Lambeth Partnership for 2010/11.

<table>
<thead>
<tr>
<th>Offence Category</th>
<th>2009/10 target</th>
<th>2009/10 outturn</th>
<th>2010/11 target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single Confidence Target (NI 21)⁴</td>
<td>31.9%</td>
<td>25.3% Place survey Oct 08 Residents’ survey result 42%</td>
<td>31.9%</td>
</tr>
<tr>
<td>Number of most serious violent crimes per 1000 population (NI 15)</td>
<td>-5%</td>
<td>-4.4%</td>
<td>-1.1</td>
</tr>
<tr>
<td>Serious violent crime sanctioned detection rate (local target)</td>
<td>32%</td>
<td>36%</td>
<td>Awaiting confirmation of centrally-set target</td>
</tr>
<tr>
<td>Serious youth violence</td>
<td>-5%</td>
<td>+ 9.3%</td>
<td>- 1</td>
</tr>
<tr>
<td>Serious acquisitive crime rate per 1000 population (NI 16)</td>
<td>-2.2%</td>
<td>+5%</td>
<td>- 6.3</td>
</tr>
<tr>
<td>Robbery</td>
<td>-2%</td>
<td>+10.5%</td>
<td>- 8.9</td>
</tr>
<tr>
<td>Burglary – residential offences</td>
<td>-1%</td>
<td>+ 10.2%</td>
<td>- 6.4</td>
</tr>
<tr>
<td>Assault with injury crime rate per 1000 population (NI 20)</td>
<td>&lt;9.32</td>
<td>10</td>
<td>Awaiting confirmation of centrally-set target</td>
</tr>
<tr>
<td>Theft/ taking of motor vehicle</td>
<td>-1.7%</td>
<td>+ 1%</td>
<td>- 5</td>
</tr>
<tr>
<td>Knife crime rate per 1000 population (NI 28)</td>
<td>- 6%</td>
<td>+ 4.4%</td>
<td>- 2</td>
</tr>
<tr>
<td>Gun crime rate per 1000 population (NI 29)</td>
<td>- 5%</td>
<td>+ 33%</td>
<td>- 10</td>
</tr>
<tr>
<td>Rape sanctioned detections</td>
<td>35%</td>
<td>15.03%</td>
<td>Awaiting confirmation of centrally-set target</td>
</tr>
<tr>
<td>Domestic offences sanctioned detections</td>
<td>45%</td>
<td>48%</td>
<td>47%</td>
</tr>
<tr>
<td>Domestic violence arrests</td>
<td>70%</td>
<td>71%</td>
<td>77%</td>
</tr>
<tr>
<td>Domestic violence victimisation (NI32)</td>
<td>&lt;54%</td>
<td>20%</td>
<td>&lt;54%</td>
</tr>
</tbody>
</table>

⁴ “Whether people think that the police and their partners are dealing with the crime and anti-social behaviour issues that matter locally.” Currently measured against the PLACE survey results. The PLACE survey is conducted every two years. The next survey is due to take place in October 2010.
4. Building Public Confidence

Strategic vision

We will work in partnership to create a safe environment, where the public feel protected by visible policing and confident in accessible services which promote and display a sincere commitment to reducing crime and disorder, and increasing feelings of safety

Lead Agency: Safer Lambeth Partnership

The current picture in 2010

The Single Confidence Target is the only ‘top-down’ performance target from the Home Office to police forces in England.

Performance against the Single Confidence Target is assessed against the outturns for NI 21, a national indicator that measures how confident people are that their council and police are dealing with local concerns about crime and anti-social behaviour. NI 21 has been adopted as a Local Area Agreement target for Lambeth and is the top target for the Safer Lambeth Partnership.

Performance against NI 21 is measured through the Place survey, held every two years, and tracked via quarterly local surveys of the borough’s residents. The Place survey allows us to assess our performance in comparison to neighbouring boroughs as well as the London-wide and national pictures. Safer Lambeth’s Partnership Delivery Group (PDG) has strategic responsibility for Building Public Confidence for 2010/11.

Regular monitoring of performance is reported to each meeting of the Partnership’s Executive.

In terms of perception, whilst the Place survey results in 2008 delivered relatively low scores for the borough, all surveys taken since then have shown a large increase in the % of people who believe the council and police are tackling ASB successfully. The last two residents’ surveys taken by the council show that whilst crime remains the number one concern for residents a significant proportion of people believe that we are dealing with ASB effectively (42% in January 2010 compared to the 2008 Place survey result of 25%). Since 2003 the % of residents who are concerned about crime has dropped significantly year on year, from a high of 67% to 49% in 2009. People feel safer during the day and a night, increasing by 10% for both times from the 2007 result. Perceptions of drug dealing have shown significant improvement, with a 13% drop in the number of people who feel drug dealing is an issue in the borough. The top priorities for residents from the residents’ survey are more visible policing and more activities for young people, with street lighting third.

* This is based on a question in the PLACE survey, “How much would you agree or disagree that the police and other local public services are successfully dealing with the anti-social behaviour and crime issues that matter in your local area?”
Key points from the strategic assessment

Overall, people feel that community safety has improved. Despite crime remaining the number one concern for residents, they feel safer in the borough and have greater trust in the police and council to protect them and deal with ASB and crime effectively. With the increase in serious crimes currently being reported, it is imperative that we tackle emerging issues and effectively communicate to residents the steps we are taking to continue to reduce crime and make Lambeth safer.

Safer Lambeth’s 2009 strategic assessment confirms that action to increase public confidence in the work of the community safety partners and working more closely with local people remains the top priority for the Partnership in this final year of the three-year Partnership Plan’s delivery.

• The strategic assessment recommends that over the next 12 months resources should be allocated to influence the key confidence drivers of public confidence:
  o Satisfaction with the police
  o Seeking people’s views on crime and ASB
  o Parents taking responsibility for their children
  o Safety after dark

Objectives 2010/11

• Maximise the proportion of the borough’s residents responding positively to the question “How much would you agree or disagree that the police and other local public services are successfully dealing with the anti-social behaviour and crime issues that matter in your local area?”

• Ensure Safer Lambeth communications have building public confidence at their core

Commitments to Action 2010/11

Headline commitment to action: Build public confidence

Supporting commitments to action

• Oversee delivery against NI 21 communications plan
  o Provide appropriate opportunities for those with an intermittent interest in community safety, those with an ongoing strategic interest in community safety and crisis engagement when something goes wrong to access support
  o Work with Safer Neighbourhoods to prioritise activity around feeling safe after dark
  o Consolidate existing positive parenting initiatives and family intervention programmes (FIP) and target communication campaigns focusing on positive stories about young people

• Embed assigned actions to achieve the target on NI 21 into PAG Delivery Plans and deliver against these, with an emphasis on improving public confidence in the run-up to the second PLACE survey which takes place in October 2010 (all PAGS).
Success measures

We will measure our success against National Indicator (NI) 21. The Place survey of residents establishes our baseline performance for 2008/9 and our targets for 2010/11 (the PLACE survey is every two years) have been negotiated between the Police and the Home Office.

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Description</th>
<th>Outturn (from the Place survey results Oct 08)</th>
<th>Outturn (from the Lambeth Residents’ survey results Jan 10)</th>
</tr>
</thead>
<tbody>
<tr>
<td>NI 21</td>
<td>Dealing with local concerns about crime and anti-social behaviour (% of people who are confident/very confident)</td>
<td>25.3%</td>
<td>42% (Oct 2009 = 51%)</td>
</tr>
</tbody>
</table>

Safer Lambeth’s Partnership Delivery Group (PDG), consisting of the PAG chairs and chaired by the Council’s Executive Director of Adults’ and Community Services, meet once a month and review activity using highlight reports provided by each PAG. Any obstacles to meeting targets and delivering key projects are addressed at these meetings and resolution is agreed. Where resolution cannot be made, this is escalated to the Partnership Executive.

Public confidence, and performance against NI 21, are linked intrinsically to the outturns for the following perception indicators for the Safer Lambeth Partnership, which are managed and monitored through the Partnership Action Groups (PAGs), and overseen by the PDG.

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Description</th>
<th>Outturn (from the Place survey results Oct 08)</th>
<th>Outturn (from the Lambeth Residents’ survey results Jan 10)</th>
</tr>
</thead>
<tbody>
<tr>
<td>NI 17</td>
<td>Percentage of people who feel anti-social behaviour is a problem in their area</td>
<td>29.7%</td>
<td>21% (Oct 2009 = 29%)</td>
</tr>
<tr>
<td>NI 27</td>
<td>Understanding of local concerns around ASB and crime issues by the local council and the police</td>
<td>23%</td>
<td>39%</td>
</tr>
<tr>
<td>NI 41</td>
<td>Percentage of people perceiving a problem of drunk and rowdy behaviour in their area</td>
<td>36.1%</td>
<td>32%</td>
</tr>
<tr>
<td>NI 42</td>
<td>Percentage of people perceiving a problem of drug use or drug dealing in their area</td>
<td>48.1%</td>
<td>44%</td>
</tr>
</tbody>
</table>
5. Priority 1: Reduce Serious and Violent Crime

**Strategic vision**

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

**Lead Agency: Lambeth Metropolitan Police Service**

**The current picture in 2010**

The focus of activity in the first two years of this plan, 2008/09 and 2009/10, has been on tackling serious and violent crime through a multi-agency approach which addresses the causes and drivers that lead to serious crime. These include alcohol, drugs and youth offending.

The crimes that are classed as ‘violent crime’ are robbery, sexual offences, assault and murder. This priority, Reduce Serious and Violent Crime, also incorporates gun crime, and, from 2010 onwards the management of critical incidents, and acquisitive crime, which includes burglary, commercial robbery and theft, and motor vehicle crime.

Serious and violent crime is managed through the Serious and Violent Crime Partnership Action Group, with weekly reviews at Metropolitan Police Service (MPS) command team meetings. Incidents are addressed through daily MPS management meetings, supported through operational tasking.

**Key points from the strategic assessment**

**Overall findings**

*Please note these figures relate to the period the strategic assessment was undertaken. The latest figures for 2009/10 are featured in the ‘Progress during the second year of the Plan, 2009/10’ chapter within this Plan.*

Safer Lambeth has initiated measures to tackle serious violent crime in the borough. Rape, other offences against women and gun crime remain of high concern. The significant rise in acquisitive crime over the last year requires focussed action to reduce high volumes of robbery and burglary.

The Police have a team dedicated to tackling Most Serious Violence across the borough, the second of its kind in London. Current performance on sanctioned detections for violent offences (as at January 2010) is 34.6% against a target of 32%. Lambeth is consistently above target for arresting and charging perpetrators of GBH.

Support for victims has increased, as committed to in Lambeth’s Policing Pledge. In January 2010, legislation was extended to protect total anonymity for victims and witnesses of knife crime and gun crime.

The Police have reintroduced the Vice Squad for the borough.
**Alcohol-related violence**

The strategic assessment examined the relationship between violent crime and offending behaviours to identify the common drivers for targeted action. Alcohol was found to be a major contributor.

- It is estimated that alcohol-related violent crime represents at least 12% of all recorded crime in Lambeth, around 5,150 crimes each financial year (excluding alcohol-related disorder).
- The majority of alcohol-related violence occurs within close proximity of licensed premises; mostly at weekends during the evening and at night. Common features include the presence of night time economies, close proximity to transport nodes with a high pedestrian turnover and concentrations of licensed premises.
- Many of the victims of alcohol related violence come from outside Lambeth, especially those in their 20s and 30s visiting Lambeth at night. It is believed that the combination of alcohol, lack of local knowledge and unfamiliar surroundings can increase the risk of victimisation; this is especially so with stranger rape and robbery.
- Analysis suggests the priority focus should concentrate on stranger sex offences linked to alcohol, and those linked to incidents of domestic violence.
- Southwark and Lambeth have been identified as pilot boroughs for hospital Accident and Emergency data-sharing (King’s College and St Thomas’ hospitals) around assaults.

**Burglary**

- Lambeth is currently experiencing increased levels of residential burglary. Total burglary (residential and non-residential) offences in Lambeth to October 2009 rose by 23.8% (448 offences) compared with a rise of 6.04% over the MPS area as a whole.

**Business crime**

- Business crime includes any offence where the victim was classified as a company, commercial premises or public body. These can include shops, licensed premises, entertainment venues, petrol stations, hostels, care homes and police buildings.
- From 1st April 2009 to 30th November 2009 there were a total of 2534 offences, compared to 2922 offences for the same period the previous year. This indicates a downward trend in offending as there has been a reduction of 15.3%. However within this context there has been an increase in commercial robbery during this time, in particular in the Clapham area.

**Domestic offences**

- Reported domestic offences have fallen in the year to October by 11.82% (153 offences) while other sexual offences to October 2009 have risen. This is below the MPS area-wide rise of 4.33%. Lambeth currently has the
highest count of sexual offences out of its Community Safety Partnership (CSP) family.

**Domestic violence and rape**
- Nationally, alcohol is believed to be a factor in domestic violence incidents and rape. Substance misuse and mental health factors are also likely to be contributory factors in offending behaviour and victimisation. It is expected that repeat victimisation is high. A domestic violence incident might not be reported to the police as such but rather as a criminal damage, burglary, rape, sexual offences, theft or robbery.

**Gun crime**
- Reporting of gun crime has risen nationally as this now refers to a crime where it is believed a firearm may have been used. Reported gun crime has risen in 12 out of the 14 CSP family boroughs. The average rate of increase is 15.2%, which is in line with Lambeth’s increase of 16.9%. The highest % increases were in Wandsworth (102%) and Brent (88%).

**Serious violent crime**
- Lambeth is experiencing a downward trend in violence against the person offences.
- The number of serious violent crimes in Lambeth reached a new low in November 2009, and is currently 16% improved from the previous year. Across the Partnership’s CSP family there has been an average increase of 0.9% for serious violent offences, whereas Lambeth’s rate has fallen by 15.4%. Only Barnet, Kensington and Chelsea and Islington have had a greater reduction in recorded serious violence.

**Robbery**
- Robbery offences showed an increase of 138 robberies from April to October 2009. This figure includes 112 personal robberies.

**Rape**
- Lambeth has seen a 19.78% increase in rape from April to October 2009 (in comparison with the previous year).

**Youth violence** (and associated guns, group offending and knife crime) is covered in the ‘Reduce Youth Offending’ chapter of this Plan.

**Revised objectives 2010/11**

In light of the annual strategic assessment findings, the revised objectives for 2010/11 for this priority are set out below. These will be taken forward by the Reduce Serious and Violent Crime Partnership Action Group (PAG).

1.1. Tackle domestic violence and sexual violence (including rape and sexual assault)
1.2. Reduce serious violence (including ‘most serious violence’)
1.3. Reduce group offending by 18-24 year olds
1.4. Reduce serious acquisitive crime (robbery, burglary)
1.5. Reduce business crime

**Commitments to Action 2010/11**

**Headline commitment to action:**
Tackle domestic violence and sexual violence (including rape)

**Supporting commitments to action**
- Introduce MPS Sexual Offences Unit (obj 1.1)
- Expand the Domestic Violence Team to support more victims and reduce violence in the home (obj 1.1)
- Support victims of rape through match-funding of ISVA (Independent Sexual Violence Advisor) (obj 1.1)
- Scope funding for additional ISVA to work with male/young female victims of rape (obj 1.1)
- Increase the confidence of victims to report rape and sexual offences through outreach work, consultation and publicity (obj 1.1)
- Design and implement operation to raise awareness amongst those socialising in the Night Time Economy (NTE) of the potential risk of sexual violence, targeting hotspot areas: Clapham, Brixton/Brixton Hill and Streatham High Road (based on ‘Operation StaySafe’ model) (obj 1.1)
- Increase the numbers of rape cases going to Court (obj 1.1)
- Reduce attrition rates (obj 1.1)
- Implement recommendations from Violence Against Women and Girls (VAWG) mapping exercise (obj 1.1)
- Achieve sanctioned detection rates for rape and DV (obj 1.1)
- Achieve arrest rates for rape and DV (obj 1.1)
- Carry out Quality Assurance of MARAC (Multi-Agency Risk Assessment Conference) process (obj 1.1)
- Adopt London mainstreaming model (obj 1.1)
- Achieve MPS reduction targets, including gun crime and knife crime (obj 1.2)
- Achieve MPS sanctioned detection rates, including gun crime and knife crime (obj 1.2)
- Joint fund Analyst post for 2010/11 to apply evidence-based approach to targeting and deploying resources (obj 1.2)
- Implement Gang Injunctions subject to legislation being passed (obj 1.2)
- Develop Group Offending intervention model (consequences/help and diversion linked to offender management) (obj 1.3)
- Implement a group violent offending disruption programme (obj 1.3)
• Achieve MPS sanctioned detection rates for residential burglary and personal robbery (obj 1.4)

• Achieve reduction targets for residential burglary and personal robbery (obj 1.4)

• Review and refresh burglary and robbery action plans (obj 1.4)

• Consider recommendations from independent evaluation of Lambeth Business Against Crime (LBAC) and make recommendations to PDG on future approach to reducing business crime (obj 1.5)

Success measures

The key indicator for violent crime is NI 15, most serious violence. The baseline for this measure was established for 2008/9. Comparison of the outturn with our CSP family shows Lambeth coming 8th out of 15 authorities.

<table>
<thead>
<tr>
<th>Indicator (NIS/APACS)</th>
<th>2009/10 target</th>
<th>2009/10 outturn</th>
<th>2010/11 target</th>
</tr>
</thead>
<tbody>
<tr>
<td>NI 15: Number of most serious violent crimes per 1000 population [LAA]</td>
<td>- 5%</td>
<td>- 4.4%</td>
<td>- 1.1</td>
</tr>
<tr>
<td>NI 16: serious acquisitive crime [LAA]</td>
<td>- 2.2%</td>
<td>+ 5%</td>
<td>- 6.3%</td>
</tr>
<tr>
<td>Robbery</td>
<td>-2%</td>
<td>+ 10.5%</td>
<td>- 8.9%</td>
</tr>
<tr>
<td>Residential burglary</td>
<td>-1%</td>
<td>+ 10.2%</td>
<td>- 6.4%</td>
</tr>
<tr>
<td>Theft/taking of motor vehicles</td>
<td>+ 1.7%</td>
<td>+ 1%</td>
<td>- 5%</td>
</tr>
</tbody>
</table>

Sanctioned detections

<table>
<thead>
<tr>
<th>Acquisitive crime</th>
<th>2009/10</th>
<th>2009/10</th>
<th>2010/11</th>
</tr>
</thead>
<tbody>
<tr>
<td>11.8%</td>
<td>8%</td>
<td>12.2%</td>
<td></td>
</tr>
<tr>
<td>Residential burglary</td>
<td>16%</td>
<td>12%</td>
<td>16%</td>
</tr>
<tr>
<td>Robbery</td>
<td>19%</td>
<td>13.9%</td>
<td>19%</td>
</tr>
<tr>
<td>Vehicle crime</td>
<td>7%</td>
<td>3.3%</td>
<td>7.5%</td>
</tr>
</tbody>
</table>

| NI 20: Assault with injury | <9.32 | 10 | Awaiting confirmation of centrally-set target |
| NI 28: serious knife crime | -6% | + 4.4% | - 2% |
| NI 29: gun crime rate | -5% | + 33% | - 10% |
| NI 32: domestic violence, victimisation [LAA stretch] | < 54% | 20% | < 54% |
| Domestic violence arrest rate | 70% | 71% | 77% |

Sanctioned detections:

| Serious Violent crime | 32% | 36% | Awaiting confirmation of centrally-set target |
| Rape | 35% | 15.03% | Awaiting confirmation of centrally-set target |
Linked plans and strategies

- IPCC investigation of the Metropolitan Police Service’s response to the stabbing of Peter Woodhams on 21 January 2006
- Lambeth Council Domestic Violence Plan
- Safer Lambeth Burglary Action Plan 2009/10
- Safer Lambeth Robbery Action Plan 2009/10
- The Way Forward: A call for action to end violence against women (GLA/ Mayor of London) - 2009
- Together We Can End Violence Against Women and Girls: A Strategy – 2009 (Home Office)

Links to other priorities/work of other Partnership Action Groups

Interdependencies with other priority objectives in this Plan include:

- All PAGs regarding support for victims and witnesses
- Community Reassurance PAG: influencing perception indicators (drugs/alcohol/ASB/crime)
- Drugs and Alcohol PAG : Alcohol Strategy Group, PPOs
- Reduce Youth Offending PAG: Young and Safe Programme
6. Priority 2: Reduce the harm caused by drugs and alcohol

**Strategic vision**

There will be significant reductions in the health and social harms associated with drugs and alcohol across the borough, achieved through the development of a drug and alcohol treatment system that drives the continuous improvement of local services, meeting local need and delivering the achievement of real life gains for drug and alcohol users. 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.

Lead Agency: NHS Lambeth

**The current picture in 2010**

Addressing problems associated with drugs and alcohol is a high priority for people in Lambeth, and therefore key to the work of the Safer Lambeth Partnership, working closely with the Health and Wellbeing Partnership. Drugs and alcohol are key drivers for serious crime and offending in Lambeth: nearly three quarters (72%) of re-offenders have drug problems. Tackling both the supply and demand aspects of problem drug and alcohol use is the most significant step that can be taken to prevent future offending.

We aim to stem the supply of drugs, control the supply of alcohol, and tackle the crimes associated with the acquisition of drugs and the anti-social behaviour associated with the consumption of both drugs and alcohol. High quality drug treatment services are an essential part of our support and enforcement approach.

**Key points from the strategic assessment**

**Overall findings**

- Mental health issues are prevalent among people with drug and alcohol issues.
- Action should continue to focus on re-commissioning drug and alcohol treatment services with a strong focus on improved recovery.
- Employing a balance of enforcement (to targeting the disruption of drugs markets) and communications (to address perception gaps) will contribute significantly to increasing public confidence in the Council and police.

**Alcohol**

- In 2009 Safer Lambeth prioritised improving pathways into alcohol treatment, supporting individuals who are pre or moderately dependent. This focus on early intervention will continue into 2010/11.
• Street drinking and other alcohol-related ASB are of concern to residents in many areas.
• Safer Lambeth introduced a Controlled Drinking Zone across the borough in December 2009. Its effectiveness will be reviewed this year.

Drugs
• Further work is required as a Partnership to reduce the supply of drugs.
• Lambeth’s Residents’ Survey in October 2009 found that more people are saying that drug use and dealing is a very big or fairly big problem; 59% compared with 50% in 2007.
• Substance misuse is the main contributor to ‘Misuse of Public Space’. Drug use and paraphernalia is also an issue in many parks in Lambeth.

Mental Health
• In 2009 the Bradley Review reaffirmed nationally the need to tackle mental health problems in the criminal justice system (CJS). In light of the Bradley Review findings, the Safer Lambeth Partnership will work closely with the Health and Wellbeing Partnership/ Mental Health Partnership and Programme Board and Vital Link (Lambeth’s user and carer engagement body for those people who experience mental illness) and the Offenders Commissioning Group to identify and provide appropriate support services to people with mental health problems caught up in the Criminal Justice System within specific groups (women offenders, people from BME groups and people with a dual diagnosis). The Drugs and Alcohol PAG has identified the same groups as vulnerable, particularly young BME males, women, and those with a dual diagnosis.
• The borough’s Joint Strategic Needs Assessment published in November 2009 includes addressing mental health as one of its key priorities.

Reducing reoffending
• For Persistent and Prolific Offenders (PPOs), our approach follows the seven pathways identified in the Cabinet Office’s Social Exclusion Report in 2002. These include Accommodation; Physical and Mental Health; Drug and Alcohol Use; Families and Relationships; Education Training and Employment; Attitudes, Thinking and Behaviour. We will further develop the PPOs scheme over the year ahead.
• The Diamond Initiative, a two-year pilot project established in October 2008, aims to reduce adult reoffending.

Revised objectives 2010/11
In light of the annual strategic assessment findings, the revised objectives for 2010/11 for this priority are set out below. These will be taken forward by the Drugs and Alcohol Partnership Action Group (PAG).

7 This may be due to a difference of emphasis in the questionnaire
2.1 Re-commission drug and alcohol treatment services with a renewed focus on improved recovery and social integration

2.2 Reduce drug-related re-offending

2.3 Reduce alcohol-related antisocial behaviour

2.4 Reduce re-offending by PPOs

2.5 Continue to develop services that prevent harm to children, young people and families affected by drug misuse

2.6 Contribute to the development of an Integrated Offender Management scheme

2.7 Reduce street-based prostitution

2.8 Improve public perceptions of drug dealing and drug use, complementing the work on Building Public Confidence across the Safer Lambeth Partnership

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**Commitments to Action 2010/11**

**Headline commitment to action:**

*Re-commission drug and alcohol treatment services with a renewed focus on improved recovery and social integration*

**Supporting commitments to action**

- Remodel drug and alcohol treatment services in response to key drivers including budget reduction (obj 2.1)
- Increase the numbers of drug users who enter and remain in treatment (obj 2.1)
- Revise the borough Harm Reduction Strategy (obj. 2.1)
- Improve pathways into alcohol treatment and early intervention (obj 2.1)
- Via System Change Pilot, improve outcomes for drug-related offenders through better engagement with specialist and mainstream services (obj 2.2)
- Carry out evaluation of Controlled Drinking Zone and review scheme according to findings (obj 2.3)
- Restrict the sale of alcohol to minors by continuing test purchasing exercises targeting problem premises (obj 2.3)
- Work closely with police and Council licensing teams, and other key partners, to deal effectively with problem licensed premises (obj. 2.3)
- Work closely with licensees to encourage more responsible trading practices (obj 2.3)
- Continue to reduce the reoffending rate of Priority and Prolific Offenders whose drug use is a key influence in their offending (obj 2.4)
- Prioritise drug using parents for treatment (obj 2.5)
- Performance manage all commissioned services and coordinate the
delivery of the YPSM specialist treatment plan (obj 2.5)

- Develop DIP, PPO and Diamond towards an Integrated Offender Management scheme (obj. 2.6)
- Implement the Prostitution Strategy focusing on demand as well as supply (obj. 2.7)
- Review progress against Drug Markets Disruption Strategy (obj 2.8)
- Target increased disruption of drugs markets, reducing drug- and alcohol-related anti-social behaviour (ASB), aligning enforcement and communications accordingly (obj 2.8)
- Work with the Safer Neighbourhoods PAG to improve and publicise mechanisms for local communities to report concerns about drug-related crime and ASB (drug paraphernalia, people taking drugs, crack houses, prostitution) (obj 2.8)
- Continue to raise alcohol awareness and sensible drinking within the Public Health agenda and through targeted communication campaigns (obj 2.8)

Recommended Partnership Development Action for 2010/11:

- It is recommended that the Drug & Alcohol PAG works in partnership with the Social Inclusion Board, and a wide range of stakeholders to formalise the links between the System Change Pilot & Drug Intervention Programme (SCP/DIP), the Prolific and other Priority Offender (PPO) scheme and the Diamond Project, with the aim of developing of an Integrated Offender Management

Details of Partnership actions to deliver against these commitments are set out within individual Partnership Action Group (PAG) Delivery Plans.

Success measures

We will measure our success against the following indicators – their full definitions are set out in Appendix 2 of this Plan.

<table>
<thead>
<tr>
<th>Indicator (NIS/APACS)</th>
<th>2009/10 target</th>
<th>2009/10 outturn</th>
<th>2010/11 target</th>
</tr>
</thead>
<tbody>
<tr>
<td>NI 30: re-offending rate of PPOs</td>
<td>-16%</td>
<td>Not yet available</td>
<td>-16%</td>
</tr>
<tr>
<td>NI 38: Drug related (class A) offending rate</td>
<td>N/A</td>
<td>Not yet available</td>
<td>Not yet available</td>
</tr>
<tr>
<td>NI 40: drug users in effective treatment</td>
<td>-6%</td>
<td>N/A</td>
<td>1,610</td>
</tr>
<tr>
<td>NI 41: perception of drunk rowdy behaviour</td>
<td>tbc</td>
<td></td>
<td></td>
</tr>
<tr>
<td>NI 42: perception of drug use or dealing as a problem [LAA]</td>
<td>44.7%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>NI 115: substance misuse by young people</td>
<td>tbc</td>
<td>Not yet available</td>
<td>Not yet available</td>
</tr>
</tbody>
</table>

• Target is for 2010/11 as the PLACE survey is every two years.
Linked plans and strategies
- Drugs: Protecting Families and Communities - National Drug Strategy
- Harm Reduction Strategy
- Integrated Offender Management: Government Policy Statement (Ministry of Justice)
- MPS – Drugs Strategy and Delivery Plan
- NHS Lambeth Commissioning Strategy 2010-14
- NHS Lambeth Operating Plan 2010/11
- Mental Health Joint Commissioning Strategy 2008-11
- Lambeth CYPS – Young People’s Substance Misuse Plan
- Lambeth First/Safer Lambeth – Reducing Re-offending Strategy
- Lambeth Rough Sleeping Strategy
- National Alcohol Harm Reduction Strategy
- National Offender Management Service Drug Strategy
- Safer Lambeth – Alcohol Strategy and Delivery Plan
- NHS Lambeth - Alcohol Health Promotion and Prevention strategy
- Safer Lambeth – Drug Markets Disruption Strategy
- Safer Lambeth – Treatment Plan 2009/10
- Safer Lambeth Prostitution Strategy 2010-13

Links to other priorities/work of other Partnership Action Groups

Interdependencies with other priority objectives in this Plan include:
- Serious and Violent Crime PAG: violence associated with drug dealing; domestic violence; acquisitive crime
- Young People’s PAG: Group offending activities
- Community Reassurance PAG: influencing perception indicators (drugs/alcohol/ASB/crime)
- Safer neighbourhoods PAG: Anti-social behaviour which is drug- and alcohol-related
7. Priority 3: Reduce Youth Offending

Strategic vision

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 group offending-related activity will have been challenged and reduced. The overrepresentation of BME young people in the youth justice system will have been significantly reduced.

Lead Agency: Lambeth Council

The current picture in 2010

In Lambeth, crime involving children and young people as perpetrators and as victims 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 group offending related offending, and at younger ages.

We are focussing on reducing offending by young people, steering them into diversionary activities and more positive lifestyles through our ‘Young and Safe’ programme and Youth Offending Services (YOS). From December the YOS has been engaging young people in more robust assessments in line with statutory requirements.

Key points from the strategic assessment

Overall findings

Please note these figures relate to the period the strategic assessment was undertaken.
The latest figures for 2009/10 are featured in the ‘Progress during the second year of the Plan, 2009/10’ chapter within this Plan.

According to Police data, peak times for youth offending occured around the times when the school day ends (15:00-16:59 hours). Just under a third of youth accused crimes were committed during school hours by ‘school aged’ young people.

Males and those from Black ethnic backgrounds make up the general profile of youth offenders and on both counts are overrepresented in Lambeth.

Issues relating to young people (including ‘Youth Engagement’) are cited as priorities for Safer Neighbourhoods Panels across 16 of our 21 wards (as at Feb 10).

Young women at risk of offending and women as victims of youth crime and ASB are emerging issues.

There were significant differences in the risk factors between Looked After Children (LAC) and children who were not in care. Young people in care were assessed as having a significantly higher risk of re-offending than young people not in care.

Young people above Statutory School Age scored a significantly higher risk of re-offending than young people 16 years of age or below.
Group Offending-flagged offences

- A high level of offences take place between 1500 to 2300 hours, which corresponds to the times of highest victim availability. Within this, the peak hours were 2100 to 2200 hours.

- A breakdown of main crime types found personal robbery - 77 offences - accounted for 26.1% of all group offending- flagged offences within Lambeth during the 2008/9 Financial Year. This is followed by grievous bodily harm (GBH) with intent (34 offences, 11.5%) and ABH (22 offences, 7.4%). Offences have been spread fairly evenly through the week, with peak days of Friday (18% of offences) and Saturday (16.9%).

- Those aged 10–19 years made up the highest proportion of suspects for group offending- flagged offences (59.1% of suspects). This is followed by those between 20 – 29 years of age (17.2%).

Youth offending

- Since April 2009 the number of first time entrants into the Youth Justice System has fallen and the frequency of reoffending by Black, minority ethnic (BME) young people in the intensive support and supervision programme has reduced. There have also been reductions in serious youth violence but the problem remains a matter for serious concern.

- Background and the home environment are key factors in influencing offending, particularly in relation to inconsistent supervision/parenting; having experienced abuse, and having lived with a known offender. These factors are being addressed through the ‘Young and Safe’ programme.

- One of the key drivers of public confidence is parents taking responsibility for their children. The Youth Crime Action Plan Family Intervention Project and the Anti-Social Behaviour Family Intervention Project are currently supporting 23 families across the borough.

- The Youth Offending provisions within the Criminal Justice and Immigration Act 2008 and updated ‘Youth Justice: the Scaled Approach’ were implemented from November 2009. ‘Youth Justice: The Scaled Approach’ aims to ensure that interventions are tailored to the individual and based on an assessment of their risks and needs. The assessment incorporates the evaluation of risk factors to reduce youth reoffending in respect of those subject to Referral and other orders, and includes gender, ethnicity, age and looked after status.

Revised objectives 2010/11

In light of the annual strategic assessment findings, the revised objectives for 2010/11 for this priority are set out below. These will be taken forward by the Reducing Youth Offending Partnership Action Group (PAG).

3.1 Consolidate Young and Safe Programme in its second full year of operation

3.2 Improve outcomes for the Youth Offending service

3.3 Deploy resources efficiently to deliver effective youth justice services to prevent offending and reoffending
3.4 Integrate strategic planning and working with clear performance oversight to ensure effective delivery of youth justice services

3.5 Ensure that effective partnership arrangements are in place between YOS statutory partners that have a stake in delivering local youth justice services, and these arrangements generate effective outcomes for children and young people who offend or are at risk of offending

3.6 Ensure the YOS has the capacity and capability to deliver effective youth justice services

Recommended Partnership Development Action for 2010/11:
- Transfer the victims and witnesses aspects to the Community Reassurance Partnership Action Group.

<table>
<thead>
<tr>
<th>Commitments to Action 2010/11</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Headline commitment to action:</strong></td>
</tr>
<tr>
<td>Consolidate the Young and Safe programme in its second full year of operation – tackle youth- and gang-related crime</td>
</tr>
<tr>
<td><strong>Supporting commitments to action</strong></td>
</tr>
<tr>
<td>- Further reduce youth violence and victimisation (obj 3.1)</td>
</tr>
<tr>
<td>- Increase the numbers of young people identified as at risk of offending behaviour through quick, robust and accurate information and intelligence-sharing across the Partnership (obj 3.1)</td>
</tr>
<tr>
<td>- Deliver new support services in schools for young people at risk (obj 3.1)</td>
</tr>
<tr>
<td>- Roll out of major programmes of activity to address young people at risk and divert them from group offending and serious violence (obj 3.1)</td>
</tr>
<tr>
<td>- Carry out external evaluation (obj 3.1)</td>
</tr>
<tr>
<td>- Roll out apprenticeship scheme for young people at risk, with an emphasis on social and private enterprise – delivered through Lambeth First (obj 3.1)</td>
</tr>
<tr>
<td>- Identify the families most under pressure with young people at risk of involvement in group offending and violent offending, working with each family to identify a support and intervention package of services (obj 3.1)</td>
</tr>
<tr>
<td>- Provide Non-negotiable Support Activities, wholly or partially funded by Young &amp; Safe to achieve specific programme and priority outcomes, such as After School Police Patrols and Reparation Activities in Leisure Time (YCAP) (obj 3.1)</td>
</tr>
<tr>
<td>- Monitor and add value to existing Enforcement Activities delivered throughout the Partnership such as Individual Support Orders, Licence Breaches, and information sharing meetings (obj 3.1)</td>
</tr>
<tr>
<td>- Continue to provide quick-response interventions for geographical locations experiencing high levels of anti-social behaviour and/ or youth crime through small grants and personalised grants programme (obj 3.1)</td>
</tr>
<tr>
<td>- Achieve rating for the Youth Offending Service of Adequate performance with Good prospects for improvement (obj 3.2)</td>
</tr>
</tbody>
</table>
• Deliver service improvements as set out in the Youth Justice Strategic Plan (obj 3.2)
• Prioritise the reduction of the over-representation of BME young people in the Youth Justice Strategic Plan (obj 3.3)
• Review effectiveness of YOS/ Social Care/ Housing access to suitable accommodation protocol (obj 3.3)
• Carry out review of APIS (using HMI core inspection criteria) and review ASSET improvement plan in line with findings (obj 3.4)

Details of Partnership actions to deliver against these commitments are set out within individual Partnership Action Group (PAG) Delivery Plans.

Success measures
We will measure our success against the following indicators – their full definitions are set out in Appendix 2 of this Plan.

<table>
<thead>
<tr>
<th>Indicator (NIS/APACS)</th>
<th>2009/10 target</th>
<th>2009/10 outturn</th>
<th>2010/11 target</th>
</tr>
</thead>
<tbody>
<tr>
<td>NI 19: youth re-offending rate</td>
<td>1.16</td>
<td>Not yet available</td>
<td></td>
</tr>
<tr>
<td>NI 45: young offenders in ETE [LAA]</td>
<td>76%</td>
<td>Not yet available</td>
<td>76%</td>
</tr>
<tr>
<td>NI 111: first time youth offending</td>
<td>440</td>
<td>Not yet available</td>
<td>Not yet available</td>
</tr>
<tr>
<td>Reduce reoffending by BME young people [LAA stretch]</td>
<td>7.74</td>
<td>Not yet available</td>
<td>Not yet available</td>
</tr>
<tr>
<td>Reduce no. of BME first time entrants to the youth justice system [LAA stretch]</td>
<td>335</td>
<td>Not yet available</td>
<td>Not yet available</td>
</tr>
</tbody>
</table>

Linked plans and strategies
• Children and Young People’s Service Plan 2009-2012 (Lambeth Council)
• Inclusion Strategy for Education - 2006-2012 (Lambeth Council)
• Integrated Youth Strategy (Lambeth Council)
• Lambeth Together: LBL – Community Engagement Strategic Action Plan 2008-2011 (incorporating Voice of Young Lambeth)
• Safeguarding (Young People) Strategy (Lambeth Council)
• Seen And Heard, Young People, Policing and Crime: An MPA Report (November 2008)
• Targeted Youth Strategy (Lambeth Council)
• Time for Action:, Equipping young people for the future and preventing violence – November 2008 (GLA/ Mayor of London)
• Young and Safe – Young People and Violent Crime Strategic Action Plan, 2008-13 (Safer Lambeth)
• Youth Crime Action Plan – One Year On - July 2009 (Home Office)
• Youth Justice: the Scaled Approach

Links to other priorities/work of other Partnership Action Groups
Interdependencies with other priority objectives in this Plan include:

• Serious and Violent Crime PAG: reducing gun, knife crime and most serious violence
• Drugs and Alcohol PAG: Young People’s Substance Misuse Treatment Plan
• Community Reassurance PAG: fear of crime and intergenerational working
• Safer Neighbourhoods PAG: youth involvement in anti-social behaviour
8. Priority 4: Support more cohesive and resilient communities

Strategic aim:

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.

Lead Agency: Lambeth Council

The current picture in 2010

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.

The overarching priority for the Partnership in 2010/11 is the building of public confidence. Strengthening and extending community cohesion and resilience continues; focussing on community engagement including action to support adult safeguarding and protection of victims and witnesses.

Key points from the strategic assessment

Overall findings

The reputation and media portrayal of an area are important influences on public perceptions and feelings of safety. However, Lambeth’s strategic assessment found that residents’ perceptions and fear of crime based on personal experience (what they see and experience) have a bigger impact than external influences (media, word of mouth, crime figures). Satisfaction with the Police and seeking people’s views on crime and anti-social behaviour are key drivers of public confidence and public perceptions. Community engagement and fair treatment are therefore essential areas of improvement in raising public confidence and public perceptions.

Our work on Building Public Confidence is being overseen and monitored by the Safer Lambeth Partnership Delivery Group (PDG). The Community Reassurance Partnership Action Group (PAG) is responsible for driving and delivering improvements in public perception through targeted communications and work with the community as part of the supporting more cohesive and resilient communities remit.
Community cohesion

- There is a strong relationship between community cohesion and public confidence. According to the Lambeth Residents’ Survey from October 2009, residents in Lambeth generally feel that people from different backgrounds get on well together; 79% of residents feel this is the case. The results are in line with measures of community cohesion across inner London (77%).

- Older people’s concerns about young people include ‘teenagers hanging around the streets’, one of the main issues highlighted by 60-69 year-olds when asked about all ASB perceptions\(^\text{10}\). Fear of crime specifically after dark and fear of young people especially when in groups was an issue raised during a 2008 consultation event with older people to inform the Lambeth Older People’s Strategy. More inter-generational work may overcome this.

- Safer Neighbourhood Panels have a key role to play in identifying and addressing residents’ concerns around feeling safe after dark.

Counter-terrorism including Preventing Violent Extremism (PVE)

- The borough contains a large section of the Government Security Zone around the Palace of Westminster, and many iconic sites such as the London Eye, the IMAX cinema and the MI6 building, as well as key transport interchanges (Waterloo Station, Vauxhall interchange). Further work is planned in 2010 to improve the infrastructure aimed at protecting these sights from a high profile terrorist attack, following a successful bid to the Home Office for £2.1 million. Lambeth also has contingency plans for a wide range of scenarios. Much of the work on counter-terrorism remains covert.

- Strong identification with a diverse local community increases the resilience of individuals to divisive rhetoric. Inter-faith activity aimed at promoting understanding and tolerance between ethnic and religious communities should build on recommendations for the mapping of Lambeth’s Muslim communities research paper, which emphasises the need to mainstream the engagement of Muslim communities within the general community engagement strategy.

Hate Crime

- Hate crime is broken down into three\(^\text{11}\) categories; racist, homophobic and faith hate crime.

- Reported homophobic offences have increased by 47.5% over the last year, from 59 to 87 offences\(^\text{12}\). It is hoped that this increased reporting is as a result of increased confidence in the Police.

- Racist and religious hate offences have slightly decreased (by 6%).

- The sanctioned detection rate for racist and religious hate offences is at 50%, which is on target.

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\(^{10}\) Fear of Crime and Victimisation Survey undertaken by London South Bank University in May 2007

\(^{11}\) Only racist and homophobic crimes appear on the Metropolitan Polices’ crime statistics website with definitions (http://www.met.police.uk/crimefigures/index.php)

\(^{12}\) FY to date as at 22/02/10
• Sanction detections for homophobic offences are at 48.3% compared to a target of 44%.

• A new Hate Crime strategy is currently being developed, and will be published in November 2010. Meanwhile, awareness campaigns and initiatives are being pursued across the borough and reporting mechanisms are being improved. These will have implications in the short term on reported hate crime performance and an increase in hate crime reporting should be viewed as a success.

• The Equality Bill creates a new Equality Duty, which requires public bodies to consider how they can take action to eliminate discrimination, advance equality of opportunity and foster good relations. An important part of this duty is the prevention of hate crime and incidents that could escalate into hate crime.

Safeguarding Adults

• Lambeth’s adult protection procedure aims to provide a system that promotes awareness, reporting and investigation of adult abuse.

• It provides information that organisations or individuals can use to report situations where it is suspected, alleged or known that a vulnerable adult has been abused.

• The Pilkington case sadly demonstrated the need for agencies to liaise on vulnerable people in the community, and to assess whether repeat incidents of ASB are hate crime-related. Lessons learned are being incorporated into our approach for the year ahead and beyond.

Revised objectives 2010/11

In light of the annual strategic assessment findings, the revised objectives for 2010/11 for this priority are set out below. These will be taken forward by the Community Reassurance Partnership Action Group (PAG).

4.1 Build public confidence
4.2 Build resilient and cohesive communities
4.3 Address hate crime

Commitments to Action 2010/11

Headline commitment to action:
Build resilient and cohesive communities

Supporting commitments to action

• Devise Safer Lambeth Partnership Communications strategy and approach, and co-ordinate PAG-wide delivery (obj 4.1)

• Provide mechanisms for every citizen to be involved in shaping decision in the borough (Engagement beyond Safer Neighbourhood Panels) (obj 4.1)
- Deliver intergenerational project: Rediscovering cultural identity (Brixton Cultural Archives) (obj 4.1)
- Deliver intergenerational project: Gateway project (obj 4.1)
- Devise and agree ‘prevention’ protocol to identify course of action re early warning on community tensions (include PVE Programme Board members) (obj 4.2)
- Deliver the 2010 Peace on the Streets campaign (obj 4.2)
- Broaden agenda of Building Resilience to include disengaged communities (obj 4.2)
- Roll out hostile vehicle mitigation work (obj 4.2)
- Review Prevent programme (obj 4.2)
- Update Prevent action plan (obj 4.2)
- Expand Community Payback, involving residents in determining projects (obj 4.2)
- Strengthen the Neighbourhood Watch scheme (obj 4.2)
- Deliver Hate Crime strategy actions (obj 4.3)
- Devise early warning/ protocols for identifying repeat incidents as possible hate crime (obj 4.3)
- Develop ways to increase hate crime reporting (obj 4.3)
- Commission research to identify priority communities for underreporting of hate crime and resulting action plan (obj 4.3)

Success measures for this priority: indicators, targets and outturns

We will measure our success against the following indicators – their full definitions are set out in Appendix 2 of this Plan.

<table>
<thead>
<tr>
<th>Indicator (NIS/APACS)</th>
<th>2009/10 target</th>
<th>2009/10 outturn</th>
<th>2010/11 target</th>
</tr>
</thead>
<tbody>
<tr>
<td>NI 1: Perceptions of people from different backgrounds getting on</td>
<td>n/a</td>
<td></td>
<td></td>
</tr>
<tr>
<td>NI 2: Perception of people who feel that they belong to their neighbourhood</td>
<td>n/a</td>
<td></td>
<td></td>
</tr>
<tr>
<td>NI 4: Percentage of people who feel they can influence decisions in their locality</td>
<td>37.9%(^{13})</td>
<td></td>
<td></td>
</tr>
<tr>
<td>NI 35: building resilience to violent extremism</td>
<td>3</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>NI 36: protection against terrorist attack</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sanctioned detections: racist offences</td>
<td>50%</td>
<td>55.5%</td>
<td>45%</td>
</tr>
<tr>
<td>Sanctioned detections: homophobic offences</td>
<td>44%</td>
<td>49%</td>
<td>45%</td>
</tr>
</tbody>
</table>

\(^{13}\) Target for 2010/11 as PLACE survey is every two years.
Linked plans and strategies

- Home Office - Protecting the Public: Supporting the Police to succeed
- LB Lambeth – Older People’s Strategy
- Metropolitan Police Authority and Metropolitan Police Service Community Engagement Strategy 2006 – 2009
- MPS – Operation Delphinus II
- Safer Lambeth – Communication Strategy
- Safer Lambeth – Fear of Crime Strategy
- Safer Lambeth – Hate Crime Strategy

Links to other priorities/work of other Partnership Action Groups

Interdependencies with other priority objectives in this Plan include:

- Serious and Violent Crime PAG: increase sanctioned detections for hate crimes; preparation for 2012 Olympic and Paralympic Games.
- Reduce Youth Offending PAG: intergenerational working and tackling fear of crime
- Safer neighbourhoods PAG: CCTV, designing out crime and counter-terrorism.
9. Priority 5: Support safer more respectful neighbourhoods

Strategic vision
We will maintain reductions in levels of volume 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.

Lead Agency: Lambeth Council

The current picture in 2010
Crime and anti-social behaviour (ASB) within neighbourhoods is linked closely to public confidence. Localised problems require local solutions that engage and work with communities.

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

A full review of ASB services and related enforcement powers with particular reference to drugs and alcohol-related disorder, dog-related disorder and nuisance neighbours; is underway. This will inform our in-year approach.

Key points from the strategic assessment

Overall findings
- Lambeth residents have similar perceptions of ASB to the rest of London; with respondents describing it as a very or fairly big problem. Issues connected with “Disregard for community / personal well being” and “Misuse of Public Space” are of greater concern to Lambeth residents than other types of disorder. This is based on levels of reported incidents of ASB to the Police.
- Generally ASB reported incidents peak during the summer months; other seasonal peaks include Halloween and fireworks night. Overall there are more reported incidents in the North of the borough, particularly in Coldharbour, Bishop’s and Prince’s wards.
- A third of British Transport Police (BTP) disorder is reported in the vicinity of Waterloo, in particular in the area including the mainline station.

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14 Noise, rowdy / nuisance behaviour, nuisance neighbours, hoax calls and dog problems and includes fighting, swearing, shouting, hooliganism, throwing missiles, urinating in public, climbing on buildings and fireworks to name a few.
15 Drug / substance misuse, street drinking, street drinking, street population and street sex workers
The majority of disorder reported by Transport for London (TfL) occurs on London buses.

Dog related disorder is ranked in the top 4 ASB types in 6 of the 21 wards. The Safer Lambeth Partnership has given considerable focus to tackling dangerous dogs over the last year through Police-led operations such as Operation Navarra, and Partnership action to promote responsible dog ownership.

Revised objectives 2010/11
In light of the annual strategic assessment findings, the revised objectives for 2010/11 for this priority are set out below. These will be taken forward by the Safer Neighbourhoods Partnership Action Group (PAG).

5.1 Support Safer Neighbourhoods to tackle local crime and anti-social behaviour

5.2 Sustain and improve partnership working and multi-agency delivery across services improve community safety at a local level

5.3 Improve public realm to prevent or reduce crime and anti-social behaviour

5.4 Increase positive perceptions of local neighbourhoods, contributing to Safer Lambeth Partnership-wide approach

Commitments to Action 2010/11

Headline commitment to action:
Support Safer Neighbourhoods to tackle local crime and anti-social behaviour – Tackle the problem of status dogs, implement the new ASB Response Team (with MPS)

Supporting commitments to action

- Build on the Safer Neighbourhoods initiative to tackle local crime and ASB and deliver Partnership priorities (obj 5.1)
- Ensure key partnership services attend Safer Neighbourhood Panels as appropriate (obj 5.1)
- Carry out ASB review and deliver recommendations (obj 5.2)
- Implement new ASB Response Team (obj 5.2)
- Strengthen partnership delivery through the Partnership Tasking and Co-ordination Group (P-TAC) (obj 5.2)
- Continue partnership action to promote responsible dog ownership and take action against irresponsible owners, including implementing dog control orders (obj 5.2)
- Expand the out of hours provision of the Dogs service (obj 5.2)
- Increase usage of the ASB reporting line and increase confidence in partnership response (obj 5.2)
Details of Partnership actions to deliver against these commitments are set out within individual Partnership Action Group (PAG) Delivery Plans.

Success measures for this priority: indicators, targets and outturns

We will measure our success against the following indicators – their full definitions are set out in Appendix 2 of this Plan.

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</tr>
</thead>
<tbody>
<tr>
<td>NI 17: perceptions of ASB</td>
<td>n/a</td>
<td></td>
<td></td>
</tr>
<tr>
<td>NI 22: parents taking responsibility for their children</td>
<td>n/a</td>
<td></td>
<td></td>
</tr>
<tr>
<td>NI 195: improved street and environmental cleanliness [LAA]</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>for:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A. Litter, detritus, graffiti and fly-posting</td>
<td>8%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B. Litter and detritus</td>
<td>16%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C. Graffiti</td>
<td>4%</td>
<td></td>
<td>n/a</td>
</tr>
<tr>
<td>D. Fly-posting</td>
<td>0%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Linked plans and strategies

- Home Office National CCTV Strategy
- Home Office Safe and Confident Neighbourhood Strategy 2010
- Lambeth Council – Hate Crime Strategy
- Lambeth Housing Strategy 2009-13
- Safer Lambeth CCTV Development Plan
- Safer Lambeth review of anti-social behaviour (currently underway)
- Youth Justice Planning Framework
Links to other priorities/work of other Partnership Action Groups

Interdependencies with other priority objectives in this Plan include:

- Drugs and Alcohol PAG: Alcohol and drug-related anti-social behaviour;
- Young People’s PAG: Youth-related anti-social behaviour (linked to group offending)
- Community Reassurance PAG: Identification of repeat ASB incidents and possible connection to hate crime; effective engagement at a local level.
10. Delivering our partnership priorities

Over the past two years it has been a guiding principle that the high aspirations embodied in the priorities of this three year Partnership Plan must not be let down by a failure to make things happen. Building public confidence and trust depends on the Partnership being able to inform community expectations and demonstrate achievement against the aims and objectives of the Plan.

Fulfilling these aspirations is becoming more and more challenging. This year the strategic assessment found that as financial pressures on public services grow over the next five years more innovative ways to work even closer together will be required. We will need to challenge traditional working practices and wherever possible aim to do more for less.

Key points from the strategic assessment

Following a transitional and formative period during 2008/9, which laid the foundations for further development and consolidation, progress during 2009/10 has built on achievements to date. We have reviewed and clarified the roles and purpose of the Safer Lambeth Executive and the Partnership Development Group (PDG). These are included within a new Safer Lambeth constitution, which also sets out the key principles that will govern membership, governance and decision-making; accountabilities and engagement and key ways of working.

We have consolidated the PDG as the ‘management board’ for the Partnership, managing and co-ordinating delivery of strategic priorities, objectives and targets. This allows the Safer Lambeth Executive to provide informed and effective strategic leadership for the partnership, and clear accountability to Lambeth First, Government, the responsible authorities, our communities and our residents.

Leadership and governance

- Throughout 2009 the PDG has been consolidating its role of strategic tasking and co-ordination; driving the performance of the five Partnership Action Groups (PAGs).
- Refining of the roles of the Partnership Action Groups has continued:
  - The remit of the Serious Violent Crime PAG has been widened in 2010 to include tackling and reducing acquisitive crime.
  - Responsibility for reducing reoffending passed to the Drugs and Alcohol PAG in 2009 to strengthen coordinated cross service offender management and support.

Building Public Confidence

- Success in achieving our Single Confidence target is dependent upon all Partnership Action Groups (PAGs) functioning with common purpose.
- Tackling anti-social behaviour (ASB) has a very important role to play in building public confidence.
- There is a need to reduce the number of meetings and identify innovative ways to improve inter-service collaboration. The Partnership Executive also
questioned the role of the PAGs. To address these issues the Partnership Development Plan 2010/11 will include:

- a cross service review of current joint working practices to identify options for closer partnership collaboration
- an evaluation of the PAGs and their effectiveness

The findings will be used to inform refinements to partnership governance for the Safer Lambeth Plan from 2011.

**Intelligence-led working**

- Evidence led response has been the basis for action by the Partnership since 2007. The principles of the National Intelligence Policing Model have been applied to partnership working.

- In 2009 the multi-agency Partnership Tasking Coordination Group (P-TAC) followed the commissioning model that aims to work more closely with Safer Neighbourhood Panels and similar forums, consolidating multi-service action to tackle neighbourhood crime and anti-social behaviour.

- The annual strategic assessment identifies knowledge gaps affecting the strategic priorities and an information requirement for each.

As part of the Safer Lambeth Partnership Development Plan 2010/11

- The Police Borough Tasking and Coordination Group (B-TAC) will be more closely aligned to allow the flow of intelligence and information up from communities and down from practitioners to inform timely and appropriate responses.

- The data management and analysis resources of statutory partners and key cooperating bodies will be evaluated with the aim of widening participation in the Partnership Information Unit (PIU).

- A new Information Development Plan will prioritise and inform the commissioning of strategic analysis. The ID Plan will be agreed by PDG and will aim to manage analyst capacity and select the analytical products to be completed each year following the strategic assessment.

- Evaluation capacity will be developed to assess the impact of action taken, widening understanding of ‘what works’ in terms of reassuring communities, reducing crime and ASB and deliver value for money.

**Community engagement**

- Effective community engagement is the most important factor influencing public confidence.

**Neighbourhood working**

- Ward based profiling has been rolled out to support local councillors as community leaders working closely with the Safer Neighbourhood Panels.

- A Police-led strategy providing direction on key issues relating to Safer Neighbourhoods will be aligned to the broader work of the Partnership.

- The growing visibility of crime and disorder makes it a daily concern for residents that significantly impacts on public confidence.
Performance management

- Following a review of the performance management framework for the Partnership and having established a ‘suite’ of indictors in last year’s Partnership Plan, we have introduced a simple dashboard to inform the new governance arrangements of progress and impact of interventions.
- A Partnership Risk Register has been implemented 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.

The greatest challenge to building on recent achievements is dealing positively with the financial pressures facing public services over the next five years; highlighting a real risk that partners will retreat into ‘silo working’ to protect core services.

Objectives 2010/11

In the year ahead, we will build on the success of the review of PDG of the Executive, and will introduce revised and enhanced partnership tasking and co-ordination arrangements.

In light of the annual strategic assessment findings, objectives are set out below. These will be taken forward by the Safer Lambeth Partnership, through our Partnership Delivery Group and/or Partnership Action Groups, and will be translated into PAG Delivery Plans where applicable.

- Ensure a common focus on action across the Partnership regarding Building Public Confidence
- Demonstrate our commitment to tackling ASB and communicate what we are doing
- Focus on building public confidence, including support for victims and witnesses
- Widen opportunities for engagement
- Improve the quality of engagement opportunities
- Establish clear levels of engagement
- Improve Partnership community safety information that is available to the public
- Use the most effective partnership approach to tackle ASB at the local level
- Align partnership financial and service planning across Safer Lambeth partners
- Enable quarterly VFM monitoring across the Safer Lambeth Partnership against the 3 Es of economy, efficiency and effectiveness

Commitments to action 2010/11

- The Partnership Delivery Group will lead on the tasking and performance monitoring of building public confidence
- Safer Neighbourhoods PAG will focus on delivering visible action to tackle ASB within their remit
• Review the role of the Community Reassurance PAG to include action to support building public confidence, community engagement, safeguarding adults issues and protecting victims and witnesses

• Offer alternatives to traditional evening engagement meetings through more varied formats tailored to reach specific community groups like private meetings, e-message-boards and social network sites

• Know our audience: Provide relevant appropriate opportunities for engagement for people with an intermittent interest in community safety, those with an ongoing strategic interest in community safety and crisis engagement when something goes wrong

• Redesign and re-launch the Safer Lambeth website to provide information and news and enable interactive communications with Lambeth residents

• Implement the findings of the borough-wide anti-social behaviour review

• Align partnership financial and service planning including timetabling of the annual strategic assessment and Partnership Plan, ensuring clarity and understanding of the process among partners of the Partnership’s priorities

• Adopt 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
APPENDIX 1: Safer Lambeth governance structure

SAFER LAMBETH EXECUTIVE
This is the statutory strategic group of Safer Lambeth, the Community Safety Partnership for the borough.

Functions:
- Provides executive and strategic leadership for the Partnership.
- Receives the annual strategic assessment.
- Approves the Partnership Plan incorporating the annual priorities for reducing crime, disorder and substance misuse.
- Is accountable to the ‘responsible authorities’ for the implementation of the Partnership Plan and related matters.
- Is accountable to Lambeth First for the achievement of any relevant targets of Lambeth’s Local Area Agreement.
- Acts as the budget holder for any related pooled or partnership funding.

Membership:
- Lambeth Council Chief Executive
- Metropolitan Police Service Borough Commander
- Lambeth Council Cabinet Member for Communities and Community Safety
- NHS Lambeth Chief Executive
- London Fire Brigade Borough Commander
- Metropolitan Police Authority member for Lambeth
- Area Head of the Probation Service in Lambeth
- plus additional co-optees as agreed by the other members

PARTNERSHIP DELIVERY GROUP
This is the ‘delivery arm’ of Safer Lambeth

Functions:
- Supports the strategic assessment and Partnership Planning process
- Agrees annual Delivery Plans for each Partnership Action Group (PAG) to implement the priorities of the Partnership Plan
- Accountable for all delivery issues to the Safer Lambeth Executive and the achievement of all relevant Safer Lambeth performance targets
- Performance manages the PAGs

Membership:
- Executive Director – Adults’ and Community Services, Lambeth Council (Chair)
- 5 PAG chairs
- Assistant Director Community Safety [in attendance]
- Police Superintendent [in attendance]
## APPENDIX 2: 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><strong>SINGLE CONFIDENCE TARGET</strong></td>
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<tr>
<td>NI 21: dealing with concerns about ASB and crime issues by the local council and police</td>
<td>This is a perception indicator measured through the 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 Safer Lambeth Partnership has adopted this measure as the headline indicator for community confidence in ‘neighbourhood policing’ in the widest sense.</td>
<td>✓</td>
<td>✓</td>
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</tr>
</tbody>
</table>

<p>| REDUCING REOFFENDING | | | | |
| NI 18: adult re-offending rates for those under probation supervision | This measures the proportion of adult offenders (aged 18 and over) on the Probation caseload who are known 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. | ✓ | ✓ | |
| NI 30: Re-offending rate of prolific and priority offenders | Offenders whose pattern of offending causes them to be labelled as Prolific and other Priority Offenders (PPOs) are not only responsible for a high volume of crime locally, but also cause harm and distress to local communities through the nature of their offending. This measures changes in convictions for Prolific and other Priority Offenders (PPOs) over a 12 month period compared to previous years to see if they are becoming more or less likely to re-offend. | ✓ | ✓ | |
| NI 143: Offenders under probation supervision living in settled and suitable accommodation at the end of their order or licence | The indicator is intended to help improve accommodation outcomes for ex-offenders, a key group at risk of social exclusion. It also contributes to the wider reducing reoffending objective. | ✓ | | |
| NI 144: Offenders under probation supervision in employment at the end of their order or licence | This indicator is intended to help improve employment outcomes for ex-offenders, a key group at risk from social exclusion. It also contributes to the wider reducing reoffending objective. This measures the percentage of offenders under probation supervision in employment (full or part-time) at the end of their order or licence. | ✓ | ✓ | |</p>
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<tr>
<th>Priority/Indicators</th>
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<tr>
<td><strong>(1) REDUCE SERIOUS AND VIOLENT CRIME</strong></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. In 2008/9 the Home Office redefined the boundary between ABH and GBH offences. Therefore, the baseline measure for NI 15 was established during 2008/9.</td>
<td>✓</td>
<td>✓</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>
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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>
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<tr>
<td>NI 28: serious knife crime</td>
<td>This measures the number of recorded serious violent knife crimes (i.e. threats, attempts and stabbings involving knife or other sharp instrument) per 1000 population. This is a subsidiary indicator to the headline gun crime rate, giving an overall picture for ‘weapon enabled offending’ in the borough.</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 (i.e. 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>
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<tr>
<td>NI 32: domestic violence, victimisation</td>
<td>This indicator measures the percentage reduction in repeat victimisation for those domestic violence cases being managed by a Multi-Agency Risk Assessment Conference (MARAC). Victims of domestic violence referred to a MARAC will be those who have been identified (often by the police) as high or very high risk (i.e. of serious injury or of being killed) based on a common risk assessment tool that is informed by both victim and assessor information. 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>LAA stretch</td>
<td>✓</td>
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<td>Priority/Indicators</td>
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<tr>
<td>(2) REDUCE HARM CAUSED BY DRUGS AND ALCOHOL</td>
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<tr>
<td>NI 38: Drug related (Class A) Offending</td>
<td>This indicator measures the volume of proven offending in a follow-up 12 month period by (Class A) drug users identified in the course of their contact with the criminal justice system.</td>
<td>✓</td>
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<tr>
<td>NI 40: Number of drug users recorded as 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, when compared with the number of drug users using crack and/or opiates recorded as being in effective treatment in the baseline year of 2007/8. Effective treatment is defined as: • discharged from the treatment system 12 weeks or more after triage, • or that remain in treatment 12 weeks after triage, • or that were discharged in less than 12 weeks in a care planned way. 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>
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<tr>
<td>NI 41: perception of drunk rowdy behaviour as a problem</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>
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<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 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>
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<tr>
<td>NI 115: substance misuse by young people</td>
<td>This indicator measures progress in reducing the proportion of young people in Lambeth frequently misusing substances; i.e. 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>
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<td>Priority/Indicators</td>
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<td><strong>(3) SUPPORT YOUNG PEOPLE</strong></td>
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<tr>
<td>Serious Youth Violence</td>
<td>Any offence of Serious Violence, Assault with Injury, Gun Crime or Knife Crime where the victim is aged 1-19 years. This measure counts the number of victims of offences rather than the number of offences.</td>
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<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.</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 (i.e. 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 reoffending, 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, i.e. 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>
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<tr>
<td><strong>(4) SUPPORTING MORE COHEISIVE &amp; RESILIENT COMMUNITIES</strong></td>
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<tr>
<td>NI 1: Perceptions of people from different backgrounds getting on</td>
<td>This is a perception measure from the Place Survey and measures the proportion of respondents who believe that “people of different backgrounds get on well together” in their local area.</td>
<td>✓</td>
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<tr>
<td>NI 2: Perception of people who feel that they belong to their neighbourhood</td>
<td>This is a perception measure from the new Place Survey and measures the proportion of respondents who feel that they belong to their neighbourhood.</td>
<td>✓</td>
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<tr>
<td>NI 4: Percentage of people who feel they can influence decisions in their locality</td>
<td>This is a perception measure from the Place Survey and measures the proportion of respondents who feel that they can influence decisions in their locality.</td>
<td>✓</td>
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<tr>
<td>Priority/Indicators</td>
<td>Definition/Rationale</td>
<td>LAA</td>
<td>NIS</td>
<td>APACS</td>
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| NI 35: building resilience to violent extremism       | 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:  
• Understanding of, and engagement with, Muslim communities;  
• Knowledge and understanding of the drivers and causes of violent extremism;  
• Development of a risk-based preventing violent extremism action plan;  
• Effective oversight, delivery and evaluation of projects and actions.                                                                                                                                                                                                                                                                                                                                                                                                  | ✓   | ✓   | ✓     |
| NI 36: protection against terrorist attack             | 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 stadiums. 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 enables police, local authorities and central Government, for the first time, to measure progress in reducing the vulnerability of crowded places to terrorist attack. | ✓   | ✓   |       |
| NI 17: perceptions of ASB                             | This is a perception measure from the 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 ASB within neighbourhoods                                                                                                                                                                                                                                      | ✓   | ✓   |       |
| NI 22: parents taking responsibility for their children | This is a perception measure from the 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 perceptions of anti-social behaviour.                                                                                                                                                                                          | ✓   |     |       |
| NI 195: improved street and environmental cleanliness  | 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 an acceptable level. This indicator reflects the Partnership’s concern that a poor quality public realm may contribute to higher levels of crime and offending                                                                                                                                                                                                                                                                                                                  |     |     | ✓     |
APPENDIX 3: Methodology

Intelligence-led decision making lies at the heart of effective delivery, and the Safer Lambeth Partnership has adopted an intelligence-led, problem-solving and outcome-orientated approach to community safety across the borough. Specifically, this requires effective and timely sharing of information between contributing partners, and regular strategic analysis of this data and of information gathered from the community, to inform priority-setting and resource allocation.

Establishing our priorities

Our annual strategic assessment enables us to identify priorities for the year ahead. The Partnership Plan demonstrates how these priorities will be addressed and delivered by the Partnership.

In line with statutory requirements published in August 2007 Safer Lambeth’s latest strategic assessment includes:

- An analysis of the levels and patterns of crime, anti-social behaviour, substance misuse and re-offending, changes in those patterns and levels, and analysis of why those changes have occurred
- Issues which residents of the borough think the Partnership should be prioritising
- An assessment of the issues which members of the Partnership believe should be prioritised
- An assessment of the extent to which the Partnership has delivered on existing priorities for addressing substance misuse and crime/anti-social behaviour (ASB) reduction

It is based on findings from the following:

- Crime and data analysis to identify changes in offending levels
- Safer Neighbourhoods priorities
- Qualitative observations from Safer Neighbourhoods Police Sergeants, Council Community Safety Co-ordinators and Anti-Social Behaviour officers to provide an indication of crime priorities in neighbourhoods and borough-wide issues relating to specific crime themes
- Ward mapping to show the highest levels of street/public space crime by Lower Super Output Area (SOA) in each ward
- Interviews and consultation with Lambeth Community Police and Consultative Group
- Interviews with executive lead officers from the six statutory partners including Lambeth’s MPA link member
- Findings from surveys including the Place survey, our quarterly residents’ surveys, the MPS annual Public Attitude Survey (PAS) and the British Crime Survey

Key strategies of the statutory partners were taken into account as part of the desktop research.

Delivery

The Safer Lambeth Partnership’s three-year strategic priorities are to:

- Reduce serious and violent crime
- Reduce the harm caused by drugs and alcohol
- Reduce youth offending
- Support more cohesive and resilient communities
- Support safer more respectful neighbourhoods
The strategic assessment confirmed that the five core priorities identified in our original Partnership Plan for 2008-11 should be retained.

Delivery against these priorities is spearheaded through Safer Lambeth’s Partnership Action Groups (PAGs). The multi-agency PAGs have led on the formulation of delivery plans against these priorities, using a common template to ensure conformity in approach. Through the delivery planning process, the PAGs have established a number of objectives and key commitments to action for the year ahead, ensuring that the ‘golden thread’ flows from Lambeth’s Sustainable Community Strategy ‘Our 2020 Vision’ to the Partnership Plan and is translated through to delivery on the ground.
APPENDIX 4: Lambeth Safer Neighbourhoods – priorities
Safer Neighbourhoods Police teams are based in each of Lambeth’s 21 wards, with Police officers working at grass roots level in addition to London's other policing teams and specialist units.

Local people, police and partners identify issues of concern and resulting priorities in their neighbourhood through Safer Neighbourhoods Panels, and work to tackle these together. Priorities are reviewed regularly, and updated from time to time as circumstances change. To find out more about Safer Neighbourhoods please visit http://www.met.police.uk/teams/lambeth/

KENNINGTON/STOCKWELL:
Bishop’s
- Anti-Social Behaviour - Drugs
- Anti-Social Behaviour related to alcohol
- Youth engagement

Prince’s
- Drug dealing and using
- Graffiti
- Motor vehicle crime

Oval
- Anti-Social Behaviour - Drugs
- Anti-Social Behaviour by groups of youths
- Anti-Social Behaviour in general

Vassall
- Anti-Social Behaviour Control Strategy - Estates
- Drug dealing and using
- Youth engagement

Clapham Town
- Anti-Social Behaviour related to alcohol
- Drugs and alcohol misuse / disorder
- Youth engagement

Larkhall
- Anti-Social Behaviour by groups of youths
- Burglary
- Youth engagement

Stockwell
- Anti-Social Behaviour by groups of youths
- Anti-Social Behaviour by youths loitering
- Youth engagement
BRIXTON/TULSE HILL:
Brixton Hill
- Anti-Social Behaviour by prostitutes
- Anti-Social Behaviour in general
- Burglary

Coldharbour
- Anti-Social Behaviour by groups of youths
- Anti-Social Behaviour by youths causing noise and nuisance
- Drug dealing and using

Clapham Common
- Anti-Social Behaviour - Drugs
- Burglary
- Youth engagement

Ferndale
- Burglary
- Drug dealing and using
- Youth engagement

Herne Hill
- Anti-Social Behaviour by groups of youths
- Dog fighting
- Licensing

Thornton
- Anti-Social Behaviour by groups of youths
- Burglary
- Robbery - personal property

Tulse Hill
- Burglary
- Prostitution
- Youth engagement

STREATHAM/NORWOOD:
Streatham Wells
- Anti-Social Behaviour Control Strategy - Estates

Knight’s Hill
- Anti-Social Behaviour by groups of youths
- Burglary
- Robbery - personal property

Gipsy Hill
- Anti-Social Behaviour by youths loitering
- Burglary
- Robbery - personal property
Streatham South
- Anti-Social Behaviour by groups of youths
- Burglary
- Motor vehicle crime

Thurlow Park
- Anti-Social Behaviour in general
- Anti-Social Behaviour related to alcohol
- Burglary

St Leonard’s
- Anti-Social Behaviour related to alcohol
- Burglary
- Prostitution

Streatham Hill
- Anti-Social Behaviour by groups of youths
- Anti-Social Behaviour by youths loitering
- Pedal cycling on the pavement
APPENDIX 5: Key Drivers

The main purpose of the Partnership Plan is the presentation of Safer Lambeth’s overarching priorities for reducing crime, anti-social behaviour, substance misuse and re-offending. These priorities, and the objectives within them, are determined by a number of key drivers. As well as the annual, statutory strategic assessment, these include:

<table>
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<tr>
<th>Local drivers</th>
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<tr>
<td><strong>Lambeth’s Sustainable Community Strategy, ‘Our 2020 Vision’</strong></td>
<td>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 our residents. All other plans and strategies in the borough, including the Safer Lambeth Partnership Plan, are aligned with and underpin the goals of the Sustainable Community Strategy (SCS). The SCS 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” The overarching focus of the SCS is tackling worklessness within the borough.</td>
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<tr>
<td><strong>Local Area Agreement</strong></td>
<td>The three-year ‘delivery plan’ for the SCS incorporating a set of local improvement targets that are negotiated and signed-off with the Government. The long-term outcomes and priority areas for improvement for Safer Lambeth within our Local Agreement include:</td>
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<td>• Cutting the crime rate in priority areas</td>
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<td>• Tackling perceptions of crime in the borough</td>
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<td>• Empowering our communities to have a real stake in local decision making</td>
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<td>• Reducing the causes of community tensions that can lead to social break-down in our communities</td>
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<td>• Tackling the drivers of violent extremism</td>
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<td>The Safer Lambeth Partnership Plan presents priorities and associated commitments to action support the SCS theme of reducing worklessness. For example, prioritising reductions in violent crime and supporting safer neighbourhoods are a critical element in attracting inward investment and new jobs to deprived areas</td>
</tr>
</tbody>
</table>
of the borough. The proposals for reducing youth offending emphasise the importance of access to employment, education and training.

Financial drivers, including the economic downturn, the availability of resources and value for money considerations.

National drivers
The climate in which the Safer Lambeth Partnership Plan is being delivered continues to evolve, influenced by policy-making, guidance and legislation, including:

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<td>• reduces information requirements for police stops and searches</td>
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<td>• establishes new time limits for the retention of DNA samples, DNA profiles</td>
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<td>• introduces a new Domestic Violence Protection Notice</td>
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<td>• extends the new injunctions to prevent group offending–related violence to</td>
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<td>• strengthens the legal assumption that a court will make a parenting order</td>
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<td>• convicts for a breach of an anti-social behaviour order</td>
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<td>establishes a new licensing requirement for businesses carrying out vehicle</td>
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<td>• immobilisation, in addition to the existing one for individuals</td>
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<tr>
<th>Cutting Crime (Two Years On) – An Update to the 2008-11 Crime Strategy (2009)</th>
<th>Sets out seven updated priority areas:</th>
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<tbody>
<tr>
<td></td>
<td>• Stronger focus on serious violence</td>
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<td></td>
<td>• Continued pressure on anti-social</td>
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<td>• behaviour</td>
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<td>• Renewed focus on young people</td>
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<td>• New national approach to designing</td>
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<td>• out crime</td>
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<td></td>
<td>• Continuing to reduce reoffending</td>
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<td>• Greater sense of national</td>
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<td>• partnership</td>
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<td>• Freeing up local partners, building public confidence.</td>
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| Delivering Safer Communities: A guide to effective partnership | Home Office guidance which established the six hallmarks of excellence for partnership working for community safety partnerships. These are: |
| Working (2007)                                                                 | • Empowered and Effective Leadership  
|                                                                              | • Visible and Constructive Accountability  
|                                                                              | • Intelligence-led Business Processes  
|                                                                              | • Effective and Responsive Delivery Structures  
|                                                                              | • Engaged Communities  
|                                                                              | • Appropriate Skills and Knowledge |
| Engaging Communities in Fighting Crime (June 2008)                           | Review examining how to better engage communities in the fight against crime and raise public confidence in the Criminal Justice System. |
| ‘From the neighbourhood to the national: policing our communities together’ – Policing Green Paper (2008) | Sets out Neighbourhood Policing, the single confidence target (NI 21), the Policing pledge and the ‘Justice Seen, Justice Done’ agenda. |
| Independent Review of Policing by Sir Ronnie Flanagan (2008)                 | Recommendations include an overhaul of the stop and search process, adopting standardised forms, strengthening the accountability of the police at local level and the integration of partnership working between the Police and local and central government into mainstream policing. |
| The National Indicator Set (for local government) and Assessment of Police and Community Safety | These provide audited performance indicators to cover the major issues of reducing crime, anti-social behaviour, substance misuse and re-offending. 24 of these indicators were prioritised into the Partnership Plan in 2008, and are continued in this Plan. |
| The Offender Management Act 2007                                             | The Offender Management Bill received Royal Assent on 26 July 2007 and sets out new arrangements for the provision of probation services. This means that services are now commissioned on a local or national basis where this makes sense economically.  
|                                                                              | The Act:  
|                                                                              | • enables information to be shared between relevant bodies and persons for offender management purposes  
|                                                                              | • removes some of the inconsistencies between the powers of staff in public and private custodial institutions |
- reforms existing offences of bringing articles into prison and taking articles out of prison
- removes the requirement for the appointment of a prison medical officer
- changes the name of ‘Boards of Visitors’ to ‘Independent Monitoring Boards’ and removes the requirement for two magistrates to be members of a board
- makes technical amendments to enable more efficient management of juvenile offenders sentenced to custody
- introduces polygraph testing of sex offenders on licence from a sentence of imprisonment of 12 months or more.

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<tr>
<th>Policing and Crime Act 2009</th>
<th>Provides the opportunity to consolidate the sound policing practices being developed in Lambeth, increasing the public voice in tackling crime and ASB and strengthening the capacity of the Safer Lambeth Partnership to reduce re-offending.</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Police Reform agenda</td>
<td>The key principles of the Government’s reform agenda include:</td>
</tr>
<tr>
<td></td>
<td>- strengthening local engagement and accountability;</td>
</tr>
<tr>
<td></td>
<td>- visible policing and visible justice;</td>
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<tr>
<td></td>
<td>- the importance of neighbourhood policing;</td>
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<tr>
<td></td>
<td>- focus on local problem solving and partnership working.</td>
</tr>
<tr>
<td>The Policing Pledge</td>
<td>Launched locally in Lambeth in 2009, sets out a national standard on what people can expect from the police service, underpinned in each area by a set of local priorities, agreed by people in each neighbourhood. This builds on the Safer Neighbourhoods initiative.</td>
</tr>
<tr>
<td>Protecting the public:</td>
<td>Builds on the 2008 Policing Green Paper and sets out a new programme of measures to help the police work smarter to fight crime, tackle anti-social behaviour and boost public confidence.</td>
</tr>
<tr>
<td>Supporting the Police to</td>
<td></td>
</tr>
<tr>
<td>succeed - Policing White</td>
<td></td>
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<tr>
<td>Paper (2009)</td>
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</table>
APPENDIX 6: Local equality and diversity impacts

A primary purpose of the Partnership Plan is to support communities and residents disproportionately affected by crime, anti-social behaviour, substance misuse and re-offending. This includes safeguarding vulnerable adults and children who are at risk of becoming victims or being drawn into offending and anti-social behaviour. Therefore, the Plan’s objectives impact on the full range of communities, groups and individuals beyond the seven statutory equalities strands, including communities affected by negative economic, social, and environmental factors and excluded by poverty and deprivation.

Demographic context

Lambeth is one of the most vibrant and diverse boroughs in the country. According to the State of the Borough 2010 report:

- The 2008 ONS mid-year estimate, which gives the official resident population figure, estimates that there are approximately 274,500 people living in Lambeth.

  The official ONS figures give Lambeth the third largest population in inner London, after Wandsworth and Southwark, and eighth largest in greater London. Lambeth is one of eight inner London boroughs with more than twice the London population density, and is among the most densely populated places in the country.

- Official levels of population churn have been stable at around 22% for the last few years; this means that approximately 12% of the population leave each year and are replaced by around 10% new arrivals.

- Lambeth has a complex ethnic and cultural mix, similar to Southwark, Lewisham, Hackney, Islington, Haringey and Brent. Around two in five Lambeth residents (38%) are from ethnic minority groups, and the majority of these are Black (28%). The borough has the second highest proportion of Black Caribbean residents of any local authority (10.6%, after Lewisham which has 13.4%). In line with inner London, around six in ten residents have a White ethnic background, but this masks a great diversity with significant Portuguese and Eastern European communities. Lambeth has relatively few Asian residents compared with other inner London boroughs (5% compared with the inner London average of 13%).

- According to the 2007 index of deprivation Lambeth is the 19th most deprived borough in the UK.

- There are higher proportions of residents who are unemployed, living in social housing, and who are single parents than the national average.

- Lambeth has a high proportion of single parent households with dependent children. The ONS and GLA household projections largely agree on the trends in household composition, with married couples expected to decline to 20% of Lambeth households, single person and cohabiting households projected to increase (to 38% and 12% for the ONS; and to 42% and 17% for the GLA in 2026) and the number of lone parent and other multi-person households expected to remain stable in 2011 (at around 14% and 17% respectively). Nomis, the official source of UK labour market statistics, shows there were 7,070 lone
parents on income related benefits in the borough in February 2009, down on 7,600 in 2008.

- The gender split in Lambeth (51% male and 49% female) is similar to inner London and the country (both around 50-50).
- Lambeth’s age profile is similar to inner London, but younger than London as a whole, and much younger than England.
- Unlike other London boroughs where it is the younger population that tends to come from diverse backgrounds, Lambeth has an ethnically complex older population. A third of Lambeth residents born in the Republic of Ireland and in Jamaica are of pensionable age (34% and 31% respectively. Although the whole Black Caribbean population is projected to decrease over time, Black Caribbean residents aged over 60 years are projected to grow by a third (34%) by 2025. Similarly, Black Africans over 60 are projected to increase by 250%, though from a smaller base.
- The 2009 Lambeth residents’ survey found 3% of respondents identified themselves as lesbian, gay or bisexual. This is likely to be an under representation.
- There are approximately 29,200 people of working age who are disabled in Lambeth. This is 14.9% of the working age population, in line with London (15.3%) and slightly lower than England (18.0%).
- According to the 2001 Census, there are fewer residents in Lambeth who identify themselves as religious than nationally (71% compared with 82% nationally).

Our Approach

The overarching, three-year version of this Plan, published in 2008, was subject to an Equality Impact Assessment and scrutiny by Lambeth Council’s Equality Impact Assessment Panel. The backdrop to the 2008 Impact Assessment was that people who live and work in Lambeth are more concerned about crime than residents across London and that crime is Lambeth residents’ top concern (61% in 2007, compared to 59% in 2005 and 54% in 2003). Figures from 2009 confirm that crime remains high on the agenda, with 49% of residents citing it as their top concern.

The Assessment also recognised the challenging historical legacy of tension that to some degree continues to shape the context and climate within which crime reduction work takes place in the borough. 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.

The Assessment proposed that the Partnership Plan would promote equalities and cohesion at both a general and specific level:

- “At the general level, the Plan seeks to secure further significant reductions in offending and anti-social behaviour in the priority areas, such as serious violent crime. We know that the different equalities groups are likely to experience these priority crime areas disproportionately; for example, women’s experience of domestic violence; LGBT communities’ experience of violent hate crime; BME communities’ experience of violent crime and drugs markets and so on.
• Therefore, further reductions in these priority crime areas are likely to bring significant benefits to those groups in the borough who have suffered exclusion, discrimination and disproportionate crime levels.

• At the specific level, one of the five priorities for the Plan adopted by Safer Lambeth is to “Support Cohesive and Resilient Communities”. Work under this priority will address a range of issues from combating violent extremism, better understanding the impact of migration and population ‘churn’ on crime patterns, hate crime and domestic violence.”

Addressing the drivers of crime and anti-social behaviour 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 who are not involved in street crime.
APPENDIX 7: Resources and value for money

The current economic climate presents Community Safety Partnerships with a number of challenges. Reduced funding streams for this year and beyond coupled with the impact on crime of the recession mean that we must do more for less.

The Partnership Plan allows us to prioritise our efforts and resources across Safer Lambeth to ensure our approach and services are economical, efficient and effective, and that we address the issues that matter most to local people. The Partnership aims either to deliver the same service, where still appropriate, with fewer resources, or additional or enhanced services within existing resources.

The Safer Lambeth Partnership is committed to value for money. We demonstrate our commitment to value for money through a number of processes:

- **Annual strategic assessments and business plans** enable us to allocate resources to strategic priorities. The recommendations inform the detailed planning and delivery of activity by the Partnership Action Groups (PAGs) for 2010/11.
- **Annual grant funding proposals** are agreed by the Partnership Board and undergo significant and robust challenge.
- The use of **strategic commissioning** to achieve value for money outcomes.
- **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 to timetable.
- **Regular performance and profiling reports** are produced for the Partnership’s governance structures.
- The Partnership receives **quarterly finance reports** throughout the year.

**Cost of crime**

The strategic assessment has provided approximate updated figures for the cost of crime in Lambeth using the most recent research produced by the Home Office in June 2005 ‘The Economic and Social Costs of Crime Against Individuals and Households 2003/04’ by Dubourg et al

The cost of recorded crime (for the range of crime types covered) for 2008/09 was nearly £118 million. This was a decrease of just over £21 million compared to 2007/08 which had estimated costs of over £139 million.

The cost of estimated crime; that is not recorded (for the range of crime types covered) for 2008/09 was over £344.5 million. This was a decrease of just over £17 million compared to 2007/08 which had estimated costs of over £361 million.

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Funding for Safer Lambeth

Funding to deliver the five priorities set out in the Safer Lambeth Partnership Plan comes from various different sources. These are:

- mainstream funding from partners, who can deliver projects or contribute towards projects as part of their core business
- funding allocated to the Partnership from partner agencies
- funding allocated from the Area Based Grant, which enables deliver of the LAA.

Grant allocations for 2009/10 (including any carry forward from previous years) include:

<table>
<thead>
<tr>
<th>Grant name</th>
<th>Funding source</th>
<th>2009/10 allocation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Area-based grant (revenue)</td>
<td>Communities and Local Government (CLG)</td>
<td>£474,000</td>
</tr>
<tr>
<td>Preventing Violent Extremism (PVE) funding – area-based grant</td>
<td>CLG</td>
<td>£193,292</td>
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<tr>
<td>Basic Command Unit Fund</td>
<td>MPS</td>
<td>£100,006</td>
</tr>
<tr>
<td>P-TAC – Basic Command Unit Fund</td>
<td>MPS</td>
<td>£29,000</td>
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<tr>
<td>Safer Stronger Communities Fund - capital</td>
<td>Home Office</td>
<td>£168,508</td>
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<tr>
<td>Working Neighbourhoods Fund</td>
<td>CLG</td>
<td>£275,000</td>
</tr>
<tr>
<td>Neighbourhood Crime and Justice</td>
<td>Home Office</td>
<td>£80,000</td>
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<tr>
<td>Alcohol Partnership Support</td>
<td>Home Office</td>
<td>£30,000</td>
</tr>
<tr>
<td>Anti-Social Behaviour grant</td>
<td>Home Office</td>
<td>£54,000</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td><strong>£1,403,806</strong></td>
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