Safer Lambeth Partnership Performance Update: 2012/13

Executive summary

This report provides a review of the Safer Lambeth Partnership performance during 2012/13, in line with actions agreed through the Safer Lambeth Partnership Plan. The objectives of the plan are based on the findings of the 2012/13 Strategic Assessment.

The report also sets out emerging priorities for 2013/14 through initial analytical scanning which will form the basis of the 2013 Strategic Assessment.

Summary of financial implications

There are no direct financial implications from this report.

Recommendations

That the Committee discusses and notes:

(1) Partnership progress and performance to date under the strategic priorities identified in the strategic Assessment 2012/13 and makes recommendations accordingly for performance improvement.

(2) The emerging priorities for crime and disorder in relation to the Strategic Assessment 2013/14 and to provide comment on these priorities.

(3) The significant grant reductions and the risks presented to the Community Safeguarding programme.

(4) The improvement in performance in some areas of the Partnership in delivering successful crime reduction programmes and successfully project managing the implementation of new initiatives.

Consultation

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<th>Name of consultee</th>
<th>Department or Organisation</th>
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<td>Chief Executive, LBL &amp; Co-Chair of the Safer Lambeth Partnership</td>
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<td>Debbie Jones</td>
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<td>Cllr Florence Nosegbe</td>
<td>Deputy Cabinet Member for tackling violent youth crime/gangs</td>
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<td>Martin Huxley</td>
<td>Deputy Borough Commander, Lambeth MPS</td>
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**Report history**

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**Appendices:**

- Appendix 1: Crime trend graphs 2011 - 2012  
- Appendix 2: Safer Lambeth structure chart  
- Appendix 3: Safer Lambeth Partnership constitution

**Background documents:**

The Safer Lambeth Strategic Assessment 2012
Safer Lambeth Partnership – Review of Safer Lambeth Activity 2012/13 and Emerging Strategic Partnership Priorities

1. Strategic Context – The Safer Lambeth Partnership

1.1. The Crime and Disorder Act 1998 and the Police and Justice Act 2007 introduced a new statutory framework for the work of Community Safety Partnerships (CSPs). The Safer Lambeth Partnership is the local CSP. The legislation created three interlinked statutory duties on local authorities and their partners:

- to create a ‘strategic’ group to lead the Partnership consisting of five ‘responsible’ authorities;
- to undertake an annual ‘Strategic Assessment’ of quantitative and qualitative impact of crime, disorder, substance misuse and offending in the area;
- on the basis of this, to agree and publish a set of priorities for reducing crime, disorder, substance misuse and offending in the area, embodied in a ‘Partnership Plan’ with aims, objectives and targets.

1.2. The Safer Lambeth Partnership is co-chaired by the Chief Executive of Lambeth Council and the Borough Commander of Lambeth MPS and includes the five statutory partners together with co-opted councillors and representatives from local Safer Neighbourhood Teams, the business community and the Lambeth Community Police Consultative Group. The Partnership is a formally constituted body.

1.3. The Safer Lambeth Executive Board (the strategic group) meets quarterly. Partnership performance and delivery is managed through the Partnership Delivery Group (PDG), chaired by the Executive Director Adults’ & Community Services. This group meets on a six weekly basis to assess performance, address areas of poor delivery and make key decisions in relation to tackling crime and disorder in the borough. The group includes membership from all statutory partners.

2. Operational Context – Lambeth Council’s Community Safety Service

2.1 Lambeth Council’s Community Safety Service is a multi agency unit that works closely with key partners. It has four principal functions:

- to support the Safer Lambeth Partnership in delivering its objectives
- to deliver front line services and provide advice and support for the council in relation to crime reduction and prevention;
- to manage cases of crime and anti-social behaviour within neighbourhoods that are referred by residents and/or ward councillors:
- to safeguard vulnerable victims of hate crime, anti social behaviour and violence and to take appropriate enforcement action against perpetrators.

1 Metropolitan Police, Council, NHS Lambeth, London Fire Brigade, Probation Service.
2.2 The Community Safety Service was re-organised in 2010/11. It now comprises four business units and 38 full time equivalent staff. The overarching aim of the restructure was to create a more streamlined, flexible and functional service model that built on areas of strength and delivered improved outcomes for residents within the available financial resources.

Community Safety Service business units

- **Area Crime Reduction**
- **Serious Crime Reduction**
- **Criminal Justice & Drugs**
- **Tackling Gangs Unit**
- **Police Partnership Team**

2.3 Each business unit within the current Service works closely in conjunction with statutory partners and in particular Lambeth police to tackle crime and disorder in the borough.

- **The Area Crime Reduction Team** tackles neighbourhood related ASB and crime, aligned to the MPS cluster policing teams.
- **The Serious Crime Reduction Team** addresses the pan-borough crime issues identified through the Strategic Assessment, and is also closely aligned to the MPS Criminal Investigations Division (CID).
- **The Drugs & Criminal Justice Interventions Team** manages offenders, through a multi agency Integrated Offender Management Service, working with health colleagues, third sector partners, prisons, the police and the probation service.
- **Gangs Unit** a new one year initiative to tackle gang related violence and activity. Funding has been provided by the Partnership and the Home Office.
- **Police Partnership Team** provides intelligence and analysis to help the police and council to identify crime trends and target their resources effectively.

2.4 The 2010/11 restructure has delivered:

- an improved focus on the delivery of crime reduction and prevention
- a streamlined management structure and expanded the management remit in some areas.
- a stronger emphasis on multi agency service delivery & resilience.
• closer alignment to the MPS Operation Hannah (the police restructure) model and
the broad themes of the Strategic Assessment allowing for a more responsive
service delivery
• savings of £288k pa.

2.5 The Community Safety Service – Budget and Risks

2.5.1 The Community Safety Service has a total budget of £2.38 million in 2012/13 of which
£703k is grant funding.

Table 1: Total Community Safety Budget Allocation 2012-13 including Core and
Grant Funding

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<tr>
<th>Budget Name</th>
<th>Funding Source</th>
<th>Allocation</th>
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<td>Core Budget</td>
<td>Council</td>
<td>941,655</td>
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<td>Domestic Violence</td>
<td>Council</td>
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<td>PCSO Budget</td>
<td>Council</td>
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<td>ASB Legal costs &amp; Operations</td>
<td>Council</td>
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<td>Core Funded</td>
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<td>1,679,470</td>
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<tr>
<td>LSP Performance Reward Grant</td>
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<td>PCT - DAT Funding</td>
<td>PCT</td>
<td>65,145</td>
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<td>PCT - DIP Funding</td>
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<td>CSF Funding</td>
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<td>Local Authority Prevent Co-ordinators Grant</td>
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<tr>
<td>Grant Funding</td>
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<td>703,145</td>
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<td><strong>Total Funding in 2012/13</strong></td>
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<td><strong>2,382,615</strong></td>
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2.5.2 Historically the Community Safety Service has been funded through a variety of grants
and council core funding but reductions in grant funding presents significant risks to
future operations. In particular the loss of community safety fund (CSF) grant which
transferred from the Home Office to the Mayor’s Office for Policing and Crime (MOPAC).

2.5.3 The 2012/13 budget provides £510k towards 22 Police Community Support Officers
(PCSOs) employed by Lambeth police and tasked through the Community Safety
Service to aid in combating crime, ASB and the fear of crime within the borough.

2.5.4 A Local Strategic Partnership reward grant of £150k was awarded to mitigate reduced
external grant funding. A corporate cash limit adjustment of £150k is also due to off set
the reduced CSF funding. All of these streams of funding have enabled the current
pattern of service activity to continue until the end of the current financial year.

2.5.5 The Lambeth Primary Care Trust has approved Drug Intervention (DIP) funding of £126k
plus a further indicative amount of £65k for Drug Alcohol Training (DAT). The Home
Office element of the DIP fund has also now been transferred to MOPAC (Mayor’s Office
for Policing & Crime). London DIP monies were reduced by 8% this year. We
anticipate further reductions and changes to the allocation for 2013/14 and beyond.

2.5.6 The Community Safety Fund (CSF) was reduced by 50% from £552k to £277k for the
current financial year. The Mayor’s Office for Policing and Crime has pointed to further
reductions to the CSF for the coming financial year.
Changes to funding model

2.5.7 MOPOC is moving from block funding local community safety work towards a new commissioning model. The model will draw together several national and regional funding streams into a single pot that boroughs will be able to bid for via a ‘challenge fund’ mechanism.

2.5.8 MOPAC intend the challenge fund process to be in place for the start of the 2013/14 financial year. The funding is will be aligned to MOPAC priorities. These fall within the overarching headlines of upstream Prevention and downstream Reducing Reoffending. MOPAC envisages that proposals from boroughs will focus on (but not be limited to):

- Substance misuse (including alcohol) and related offending
- Gangs / serious youth violence
- Violence against women
- Integrated offender management/ reoffending

2.5.9 The detailed criteria and final process for applying for funding have yet to be notified but we understand that MOPAC’s intention remains for this to be resolved in time for the 2013/14 financial year.

2.6 Community Safeguarding Transformation Programme (Service re-design)

2.6.1 In the light of ongoing grant reductions for community safety activities it was agreed in 2011/12 that the time was right for a further restructuring of the service to move away from separate functions to a new integrated model of delivery. The proposed new model is being introduced through the Community Safeguarding Transformation Programme. It aims to:

- protect and build on service delivery that is already excellent
- drive service integration and enforcement across all relevant services
- tackle the reduction in community safety grant and release efficiency savings to tackle the risks to the service (currently £300k)
- explore options for co-operative models within the new service re-design.

2.6.2 The community safeguarding approach aims to support and enable residents, businesses and visitors to feel safe and secure through a combination of self-reliance, and targeted enforcement and preventative intervention.

2.6.3 Under current proposals, several functional services based in other departments and service areas - including environmental crime, food, health and safety, licensing, trading standards and community safety - will work together as a single service delivery cluster sharing resources and intelligence to meet our aim of becoming a safe and secure borough.

2.6.4 The present timetable is for the service redesign to be completed by March 2013. This will be followed by a service restructure and Human Resources processes in the first half of 2013/14 financial year. Pending announcements from Home Office and MOPAC, work will be required to explore decommissioning / recommissioning of delivery activity.
2.6.5 The programme is now underway. Since inception it has grown in scope to become one of the council’s main transformation programmes, acting as a pilot for co-operative commissioning and community led service design.

2.6.6 The programme has committed to three main principles to drive development:

- community safeguarding ‘provider services’ are retained in their current form but are integrated / drawn together in the first stage of transition (in progress)
- a new community led commissioning function is being created
- Future provision and service delivery will driven by commissioning

2.6.7 Two pilot prototypes were initiated in summer 2012 to test and develop the new approach. These are based around the development of the night time economy in Streatham and tackling crime and ASB on two of our housing estates. The pilots are progressing well and are being performance managed through the Partnership Delivery Group (PDG). They will be evaluated in April 2013.

2.6.8 The Community Safeguarding service redesign aims to drive down costs and secure efficiencies by clustering activities together. The efficiencies will off-set the pressure caused by the £300k reduction in Community Safety Service funding in 2012. It should be noted that the further grant reductions proposed for future years by MOPAC present significant risks. It is not yet clear whether these additional reductions can be accommodated under the emerging Community Safeguarding model.

3. 2012 Strategic Assessment: The Year in Review

3.1 The Safer Lambeth Partnership’s strategic assessment for 2012 identified a series of priority themes and sub-themes. These are set out in the table below:

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<tr>
<th>Priority areas</th>
<th>Priority themes</th>
<th>Sub Theme</th>
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<td>(1) Serious Violent</td>
<td>Youth related crime</td>
<td>Serious youth violence</td>
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<tr>
<td>crime</td>
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<td>Personal robbery</td>
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<td></td>
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<td>Knife crime</td>
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<td></td>
<td>Gangs</td>
<td>Gun crime</td>
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<td></td>
<td>Violence Against Women and Girls</td>
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<td>Serious sexual offences</td>
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<td>Rape</td>
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<td></td>
<td></td>
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<td>Night-time economies</td>
<td>Brixton</td>
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<tr>
<td>crime</td>
<td>Residential burglary</td>
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<tr>
<td>(3) Adult reoffending</td>
<td>Reducing adult reoffending</td>
<td></td>
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</table>
Priority areas | Priority themes | Sub Theme
---|---|---
and crime drivers | Drugs | 
 | Alcohol | |

3.2 Each priority has an accountable lead officer from across the Safer Lambeth Partnership responsible for delivery of outcomes against the theme. Accountable lead officers report to the Partnership Delivery Group and the Safer Lambeth Executive where they are held to account for performance in their areas. Performance against the priority themes is set out below.

4. Reducing Serious Crime Performance Review

4.1 Reduce Serious Youth Violence and youth related crime (Performance as at December 1st 2012)

4.1.1 Serious Violent Crime and Serious Youth Violence remain significant issues for Lambeth. In the year to 1 December 2012, 2076 assault with injury offences were committed in the borough, an increase of 26 offences compared to last year (1.1% increase) although the number of most serious violent crime offences has fallen significantly:

- **Knife crime** has reduced by 217 offences to date (a 36.1% reduction) from 601 offences last year to 384 offences this year to date.
- **Gun crime** has fallen by 66 offences (a 48.9% reduction) from 135 last year to 69 this year to date.
- **Serious Youth Violence** has fallen by 129 offences (a 40.3% reduction), from 320 victims last year to 191 victims of serious youth violence in the year to date.

4.1.2 These reductions are to be welcomed but Lambeth remains in the top three boroughs across London for serious violence. The Partnership is committed to tackling this issue and reducing serious violent crime and youth violence further.

4.1.3 The Partnership will be co-producing with the community the borough’s first “Preventing Serious Violence” strategy, bringing together all strands of our work to tackle serious violence and gangs as part of a coherent and integrated commissioning approach. The strategy is currently in the initial stages of scoping and development and will be co-produced over the first half of 2013. This strategy will lead the re-commissioning of all services to prevent serious violence across the council and Partnership.

4.1.4 The new strategy will put residents at the heart of the solution to tackling violence and will ensure that commissioned activity is appropriate and relevant to neighbourhoods

4.2 Gangs

4.2.1 The vast majority of Lambeth young people and adults have no involvement in violence, crime and gangs. However, the small number of local individuals who are involved in gangs have a disproportionately large impact on the community. Gang membership
increases the risk of being affected by serious violence and harm, as a perpetrator or as a victim.

4.2.1 Lambeth has been identified as a priority borough in relation to youth violence and gangs within the Home Office’s Ending Gang Violence programme.

4.2.2 The Home Office Ending Gang and Youth Violence (EGYV) team recently visited the borough to review progress. Their full report is yet to be released but initial indications are that they will commend Lambeth for the excellent work being done to these issues. The report is also expected to highlight key strengths and areas for potential improvement.

4.2.3 The MPS have created a London gangs taskforce and bespoke gangs crime team in every London borough. Boroughs rank their known gang members in a risk assessment matrix based on risk of violence to others and risk of being the victim of violence. As of December 2012 the Lambeth Matrix has identified 134 individuals as being at risk of causing harm to others and being involved in gangs. Of these 88 are 18 or older with 46 under 18 years of age. Analysis of local evidence and community feedback has further highlighted patterns of gangs and gang-related violence.

4.2.4 Gangs in Lambeth are largely territorial and have been formed on the estates that the members live on or grew up in. Lambeth gangs generally make their money through street based drug dealing in the vicinity of where they live or through robbery and snatch offences. Gangs in Lambeth are also involved in serious violence offences and many have access to firearms.

4.2.5 Gangs are comprised of adults and young people. They are made up of the leaders, also known as the ‘Elders’, ‘Generals’, ‘Core members’, and at the lowest level are the ‘Youngers’. The ‘Elders’ often provide the ‘protection’ in the form of firearms or intimidation for the Core members and ‘Youngers. It is the ‘Youngers’ and Core members who most often come to Lambeth police notice as they are the ones engaged in street dealing, robbery and anti-social behaviour.

4.3 Tackling Gang Violence Unit

4.3.1 In order to tackle this problem and bring new resources and ideas to assist with solving the issue of gangs in Lambeth, the council and police are launching a new Tackling Gang Violence Unit. The unit will be primarily funded by the Partnership and a one year provision from the Home Office’s ‘Ending Gang Violence’ programme. The unit is based on the Boston Ceasefire Model that was successfully deployed in Strathclyde to reduce violence by 50% in two years.

4.3.2 This unit will be co-located with the police gangs command. It will be matrix managed by the Detective Superintendent with responsibility for gangs and the Assistant Director Community Safety. The unit will be responsible for tactical operational delivery on gangs for the council.

4.3.3 The tactical unit builds on the learning from Young and Safe and compliments existing intervention provision by strengthening our tactical enforcement and “consequences” gangs work.

4.3.4 The aims of the new Tackling Gang Violence Unit will be to provide a fully coordinated and tactical response by:
• developing the Community Initiative to Stop Violence: The council and the Partnership are committed to co-designing solutions to tackle gangs and violence with the community and residents. As part of this work, the unit will develop ‘gang call-ins’ – using recognised and respected community leaders / influencers to deliver key messages to gang members that the violence must stop.

• improving identification, information sharing, selection and risk management – working with the MPS Trident Matrix, the Multi Agency Safeguarding Hub and the Troubled Families team. This will provide intelligence and information to further inform the risk management process and the identification of those gang members suitable for intervention.

• promoting a step change in the way mainstream services and other partners respond to youth violence and gang related activity for young people and adults alike – so that violence is no longer a priority mainly for police, probation, courts and specialist workers but is a shared and embedded priority for all services/partners

• integrated working with youth offending services and probation to bring together all statutory agencies managing offenders. This will draw on the best practice learning from the Integrated Offender Management (IOM) project which works across all agencies to manage substance misuse and domestic violence offenders.

• improving the existing multi agency Multi Agency Public Protection Arrangements (MAPPA) style, Operation Allegra case management process.

• developing the consequences/enforcement strand – identifying and focussing a wider range of enforcement tools on those individuals who do not desist from their gang related offending.

4.4 Safe & Secure

4.4.1 Funding has been secured from the Mayors Office for Policing and Crime to deliver the Safe and Secure Homes programme in Lambeth for two years.

4.4.2 Safe & Secure is a specialist multi-agency programme involving housing, children and adults services, the Community Safety Service and the Lambeth police to better protect individuals at risk of serious gang related violence who are also motivated to make a significant change in their lives and to leave the gang lifestyle behind. The programme provides emergency respite housing for individuals and their families who are identified as being at extreme high risk of violence who need to be re-located urgently outside of the borough within 24 hours. This is outside of the usual emergency housing process due to the nature and high levels of risk involved.

4.4.3 Safe and Secure has already successfully tackled 3 cases of extremely high risk gang violence in the borough, re-locating the potential victim and appropriate family members outside of Lambeth.

4.5 Violence Against Women and Girls (VAWG)

4.5.1 Addressing Violence Against Women and Girls (VAWG) is one of the key priorities for the Council and for the Safer Lambeth Partnership. Funding for domestic violence has been protected which has enabled our domestic violence approach to expand into a comprehensive VAWG approach.
4.5.2 Lambeth has published one of the first VAWG strategies in the UK. As a result, Lambeth is recognised across the country as leading the way on coordinating the response to VAWG.

4.5.3 As part of the strategy, we have transformed and increased the in-house domestic violence team into a VAWG team; and we have commissioned the Gaia Centre – the first integrated and holistic violence against women and girls centres in the UK. We have also maintained the same level of refuge provision.

4.5.4 The Lambeth strategy focuses on prevention, provision and protection:

**Prevention** - Early intervention and response is key to our approach in addressing VAWG. We have therefore developed a free multi agency training programme for staff who either work in Lambeth or work with Lambeth residents. The aim of the programme is to support staff across Lambeth to identify, assess and respond to VAWG effectively and appropriately. As part of the package we provide 12 separate courses delivered over 24 sessions, and from September to December we have trained over 200 professionals from across Lambeth.

Raising awareness of gender based violence is also critical to our approach. We have re-launched our two media campaigns outlining our zero tolerance approach to VAWG. These are the award winning and highly regarded media campaign on sexual violence, “Know the Difference” and our prostitution campaign “Thinking about buying sex? Think again!” Our “Know The Difference” campaign has also been adopted by the British Armed Forces for roll out across the world. Both campaigns went live again in December 2012 in response to evidence that sexual violence increases over the Christmas and New Year period.

**Provision:** The Lambeth Council commissioned Gaia Centre as the first integrated VAWG centre in the UK. This means that all victims of VAWG can use the centre as a first point of contact. It is designed so that staff can either deliver the specialist VAWG support directly, or support the victim in accessing further services when needed. In recognition of the increase in concern and prevalence of VAWG affecting younger women and girls, the centre includes provision of a young women’s advocacy scheme (which works with those age 13 years and upwards).

The Centre now includes all the following service provision under one roof:

- Independent Gender Violence Advocates (IGVAs)
- Community Outreach workers
- Early intervention worker (13-16 year olds), including Female Genital Mutilation outreach
- A sanctuary scheme to support survivors to stay safe at home
- Group support
- A peer support scheme to enable survivors to become more independent and regain control of their lives
- Volunteering opportunities
- Crèche facilities

Since the Gaia Centre re-launched in January 2012, and in the first 9 months of operation, the centre has received 1056 female referrals, 40 male referrals and their 930 children. The highest percentage are self referrals which is unusual for a support service and it shows the benefits of having a well established and publicised support service in Lambeth.
4.5.5 Some of the headline monitoring outcomes for Gaia are:
- 84% of clients who initially answered 'Yes' to "Are you very frightened" answered 'No' on the final risk assessment
- 77% of clients who initially answered 'Yes' to "Has the current incident resulted in an injury?" answered 'No' on the final risk assessment
- Average risk reduction for women leaving service is 43.5% per client (based on Association of Chief Police Officers (ACPO) Coordinated Action Against Domestic Abuse (CAADA) Domestic Abuse Stalking and 'Honour'-based Violence (DASH) risk identification checklist)

4.5.6 Protection: The Lambeth Multi Agency Risk Assessment Conference (MARAC), which is led by the Council, is a risk meeting where professionals share information on high and very high risk cases of domestic violence and put in place a risk management plan. This is a significant element of our work and continues to deliver an effective and responsive coordinated response to victims who are at a high risk of harm. In the last 12 months the MARAC has supported and worked towards safeguarding 362 adult victims and their 387 children.

4.5.7 Some of the headline MARAC outcomes are:
- 65% of high risk and repeat victims referred to MARAC experienced a reduction in police call outs in the following 12 month period.
- 21% of victims referred to MARAC experienced no change in the number of police call outs in the following 12 month period.

4.5.8 Lambeth are seen as leaders in the response to prostitution and as such we are known to operate the "Lambeth model". Our activity is focused on addressing the demand side by targeting the buyers of sex while ensuring that the women involved in prostitution receive every support to exit. Working across agencies and with residents is crucial to what we do and we could not achieve alone. In the first two quarters we have achieved the following:
- Delivered 9 targeted police operations at those who buy sex/kerb crawl in Lambeth
- Arrested 19 males for kerb crawling
- Issued 48 males with kerb crawler warning letter (120 stopped in total since Dec 11)
- Arrested 38 women for soliciting, drug tested and bailed to court diversion scheme to encourage women to engage in specialist support
- Coordinated 8 multi agency meetings to problem solve, monitor and support those involved in high levels of prostitution to exit

4.6 Regulating the Night Time Economies (NTE) and Reducing Alcohol Related Violence 2011/12

4.6.1 The night time economies in Lambeth make a significant contribution to the borough’s economy, employment and leisure activity but concentrations of licensed premises selling alcohol, often into the early hours, are also associated with high levels of violent and acquisitive crime, anti-social behaviour and nuisance.
4.6.2 Reducing crime and nuisance associated with night time economies remains a priority for the Partnership. Three areas of the borough have been prioritised for action and each has its own distinct character and issues:

- **Clapham** – particularly in the High Street areas where there is an over-concentration of licensed premises aimed at a young audience.
- **Brixton** – a more traditional late night economy, which although less concentrated than Clapham, has ‘day time’ crime and disorder issues.
- **Vauxhall** – Still London’s largest concentration of Lesbian Gay Bi-sexual and Transgender venues outside Westminster, featuring a ‘24 hour’ club culture over weekends within an the area that is undergoing major residential, leisure and business regeneration.

4.6.3 A multi-agency NTE Action Plan has been developed for each area and is being implemented. The area plans focus on the distinct issues found in each location but have common features:

- **an emphasis on prevention** – including promoting better self regulation by licensees, particularly through the introduction of Licensee Forums. Work is also underway with licensees to improve standards, for example ensuring that all security staff wear high visibility jackets and linking premises by radio systems.
- **proactive use of licensing powers** – A new licensing policy is being developed and due to be launched in 2013. The Safer Lambeth Partnership have submitted evidence and proposals for the new policy development around a stronger enforcement approach, further consideration of community safety issues in licensing reviews and a zoned approach to licensing across the borough that takes into account neighbourhood character and concerns.
- **focus on environmental issues** – although easily overlooked, ‘low level’ issues such as noise, litter and street urination cause high levels of resident concern and impact significantly on their quality of life. Each action plan prioritises actions around these issues, for example raising cleansing standards.
- **joined-up approach to enforcement** – the use of planning and licensing enforcement powers to achieve greater regulatory ‘grip’ on licensed premises.
- **promoting safer, responsible socialising** – communications and campaigns aimed at NTE users, for example direct messaging to mobile phones within key locations via Bluetooth.

4.6.4 **Clapham Hub**

4.6.4.i) The **Clapham Hub** is a new initiative that offers a safe place for night-time visitors to the Clapham if they need basic first aid, time to sober up or non-emergency advice from the police and other agencies. The project aims to stop people becoming victims of crime and to ease the pressure on emergency services by providing qualified medical care by St John’s Ambulance staff on site. It will also help reduce alcohol fuelled crime and disorder in the area.

4.6.4.ii) The hub launched in Dec 2012 in time for the holiday season. It is a truly co-operative project co-developed and delivered with local residents, faith groups, businesses and emergency services. It is located within the Methodist church on Clapham High Street and staffed by volunteers from the church and Street Pastors.
Local businesses, such as the Inferno club have provided qualified and trained security, and the local Sainsbury’s has donated tea, biscuits and isotonic drinks to help recovering visitors.

4.6.4.iii) The hub will run as an eight week pilot project over the 2012 holiday season before being formally evaluated in the New Year.

4.6.5 **Night Time Economy Performance**

4.6.5.i) The main offence types associated with the Night Time Economy are:

- Most Serious Violence (MSV)
- Assault With Injury (AWI)
- Theft Person (TP)
- Other Theft (OT)
- Robbery (R)

4.6.5.ii) The most serious violent crimes (including knife crime and Grievous Bodily Harm) have fallen across the NTE areas whilst the number of robberies, thefts and snatches has increased substantially. In summary our NTEs are less violent than three years ago, but the levels of acquisitive crime have substantially increased.

4.6.5.iii) Across the last three years our work in the NTEs has focussed on violent crime. Examples of this include the Know the Difference Campaign (section 4.4.3) and Operation Agile in 2011. Due to these actions the levels of violent crime have fallen, and in 2013/14 we will focus further on the theft and acquisitive crime aspect of NTE crime.

4.7 **Prevent**

4.7.1 The Lambeth Prevent Programme aims to safeguard individuals who are at risk of becoming involved in terrorism and to protect the local community. The programme is the part of the Government’s national Counter-Terrorism Strategy that aims to stop people becoming terrorists or supporting terrorism. Prevent was included as a priority within the borough’s 2012/13 Strategic Assessment following publication of the Government’s revised Prevent strategy in July 2011. This strategy designated Lambeth as a priority area for local Prevent action along with 25 other local authority areas in England, 17 of them in London.

4.7.2 Lambeth’s designation as a priority Prevent borough was not based on a specific increase in the level of threat but because of police and intelligence agency assessments that there is potential for local residents to become ‘radicalised’ and drawn into supporting terrorism.

4.7.3 The borough receives funding from the Home Office for a project manager to operate a local programme aligned to the national strategy. The Lambeth Prevent Programme was subsequently developed and began work in April 2012.

4.7.4 The programme is based on an established prevention model of specialist, targeted and community level interventions, adapted to reflect local needs and risks. The emphasis is on building the prevention of terrorism into the core business of existing local partner services, rather than setting up new ones, and on enabling and supporting local
residents to protect their families and the community. The Programme’s objectives for 2012/13 were:

- Ensuring that people who are at risk of becoming involved in supporting terrorism are identified quickly and offered help and guidance;
- Helping staff in key services recognise when someone may be at risk and to respond appropriately;
- Deterring and disrupting extremist groups that seek to operate in the borough; and
- Increasing community awareness of Prevent issues and residents’ trust and confidence in the local approach.
- Reducing Prevent risks in the run-up to and during the Olympic Games.

4.7.5 Good progress has been made in implementing the programme in-year. Briefings on Prevent were delivered to directors and senior staff across the local authority and partner agencies which resulted in increased buy-in to the programme as evidenced by co-operation on joint projects, agreement to use mainstream resources for Prevent purposes and release of staff for training.

4.7.6 A programme of ‘Workshop to Raise Awareness of Prevent’ (WRAP 2) training sessions was set up and has been included within Lambeth’s workforce training and development programme. Five courses have been run so far, reaching over ninety frontline council staff; staff in community agencies; and neighbourhood police officers. Three further courses are scheduled for the remainder of 2012/13.

4.7.7 The multi-agency Channel programme, which is run in conjunction with the Metropolitan Police Service has provided support and assistance to five local people identified as being at risk of radicalisation so far in 2012 / 13.

4.7.8 Information on Prevent was published via the council’s staff intranet and public facing website, including an overview of the programme; training opportunities for frontline staff and online safety advice for parents. Lambeth was the first council to make extensive information on Prevent so widely available to the local residents and this has been cited as an example of good practice by the Home Office.

4.7.9 The Local Childrens’ Safeguarding Board E-safety strategy has been revised in support of Prevent objectives. This is backed up by information on the Lambeth’s Prevent website for parents and carers about using home computer blocking and filtering options and how to report extremist material on the internet. Work is currently underway to ensure that the council’s public internet and venue booking systems are not exploited by those who promote terrorist ideologies.

4.7.10 The London 2012 Olympic Games presented a unique security challenge. A package of measures to increase local authority and partner staff vigilance in the Games period was developed. Senior staff and community members were briefed on the security and operational challenges posed by the Games and their buy-in secured to a package of measures designed to help protect the borough and engage the community in the event of a terrorist attack or large scale public order incident. In the run-up to the Games, security awareness posters were displayed in all council buildings. Prevent messages were displayed on all council computer screens as staff logged-on. Wi-fi messaging was used to display security messages on smartphones as travellers left Brixton station and while on the Southbank. Media training for the community leaders was delivered by the
council’s communications staff. Prevent messages in the event of an incident were
agreed and fed into the borough’s Olympic Co-ordinating Centre.

4.7.11 The nature of the terrorist threat makes it difficult to measure programme outcomes
directly at local level. The Lambeth Prevent programme was rated as “Green” by the
Home Office’s national Prevent team in October 2012, indicating their confidence we are
delivering on our local objectives and contributing effectively to the national counter
terrorism strategy. In addition, significant local benefits have been achieved in terms of:
increased staff awareness; referrals to Channel; and information take up. These
measures indicate that effective action is being taken to reduce the risk of local residents
being radicalised and to re-assure the community that the Partnership has a firm grip on
the issue.

5. Reducing Neighbourhood Crime Performance Review

5.1 Tackle acquisitive crime hotspots

5.1.1 Lambeth currently has a high rate of robbery and burglary compared to other London
boroughs. Our action plan to tackle acquisitive crime focuses on three priority strands:
victims and reducing victimisation; targeting offenders and targeting locations.

5.2 Residential burglary

5.2.1 Residential Burglary has fallen by 197 offences (10.3%) compared with the same period
last year, from 1915 offences to 1718 offences in the year to date.

5.2.2 It is estimated that around 36% of all burglary is caused due to poor security. One of the
main contributors to reducing burglary in the borough has been the ‘Lock It and Stop It’
project. In August 2012 the Community Safety Service launched Lock It & Stop It
through a contract with Age UK Lambeth, in response to high levels of burglary in the
borough. The Lock It & Stop It scheme provides a free borough wide lock fitting service
to physically improve door and window security combined with education and advice and
property marking.

5.2.3 The average cost to the ‘public purse’ of a residential burglary is £3,295\(^2\). In 2011/12 the
estimated aggregate cost of residential burglary in Lambeth was £11million. Lock It &
Stop It aims to prevent 375 burglaries in the first year, reducing the cost of burglary by
£1.5 million.

5.2.4 ‘Lock It & Stop It’ is aimed at residents who have been the victim of burglary in the first
instance (especially those who have been repeat victims), followed by vulnerable
residents and residents living in houses of multiple occupancy as a preventative
measure.

5.2.5 The scheme operates as a reactive service (following a burglary) and also carries out
pro-active visits (to high risk locations) using the following hierarchy:

- Repeat Victim
- Vulnerable Victim
- House of Multiple Occupancy

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2 This is a figure calculated by the Home Office which includes loss of goods, emotional costs, and wider costs to the
criminal justice system.
• Tenant (either private or social housing)
• Address in burglary hotspot

5.2.6 To date Lock It & Stop It has:

• Booked in 169 appointments to make homes across the Borough more safe and secure
• Provided 108 door / curtain alarms
• Dispensed 84 property marking kits
• Upgraded and fitted over 350 locks / keys / bolts (combined) for doors and windows
• Fitted over 80 chains, mirrors, sash jammers, door chains, mirrors and spy holes combined

5.2.7 The scheme was positively reported in the local press and has been welcomed by residents. Steve* from Streatham Hill said: ‘I just wanted to say that Lynn and Tina have done a fantastic job today. I am really pleased that I am part of such a great borough that really does take its communities concerns seriously’. Mark* from Brixton wrote: ‘I am just writing a few words to underline how pleased I was with the entire service. The quality of the locks and the work is superb. The workers were efficient, friendly, prompt, tidy and very professional’. Becky* from Streatham South said: ‘The lock fitter advised and gave me gadgets to further improve my home. She was a breath of fresh air first thing in the morning. Thank her on my behalf and let her know that I have started using the equipment and will certainly sleep better tonight’.

5.2.7 Lock It & Stop It is currently funded until June 2013 at a cost to the council of £70,000 to the council. It is part of a wider burglary reduction strategy which aims to compliment the lock fitting with targeted crime prevention advice, including 500 free property marking kits to be delivered by the MPS into 2013.

5.2.8 An evaluation of Lock It & Stop will be completed by 31 March 2013.

5.3 Robbery

5.3.1 Robbery was identified as an in-year priority for the borough due to the volume of crime and its impact on victims. Although robbery rates are reducing in comparison to last year (down by 275 victims or 16%) there have been 1700 victims of robbery in the borough so far this financial year (as at 05/12/12). Lambeth has the second highest rate of robbery in London after the London Borough of Southwark.

5.3.2 A robbery is when a person uses or threatens to use force to steal, therefore it is considered a violent crime. It is a more serious than theft and individuals can be guilty of robbery even if they are just part of a group that robbed someone. Robbery and convictions for this offence carry a custodial sentence, with a maximum sentence of life imprisonment.

5.3.3 Criminals in Lambeth are targeting high-value smart phones, digital media players and cash. Based on evidence and intelligence, the Partnership is currently focussing on three headline crimes:

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3 Names have been changed to protect the identity of the residents
• **After School Robberies Linked to Transport Hubs:** Analysis tells us that around 70% of all serious youth violence is due to the victim being robbed. This also showed that offenders in general are young, 12-20 years old. School children are increasingly being targeted for personal robberies and snatchers. School aged robbery takes place predominantly at transport hubs, where our young people congregate as opposed to outside school gates. Most of the offences are directly after school finishes and when pupils are making journeys home from school. Intelligence informs us that this crime is underreported, so these figures are an indication of the extent of this problem.

• **Commuter robberies:** These are robberies around transport hubs and surrounding streets from commuters returning home from work.

• **Robberies of the night time economy (NTE) users:** Robbery and snatch occur mainly when NTE users make their way home. Some victims may be drunk so increasing their vulnerability, and affecting the timeliness of reporting.

5.3.4 We deploy a variety of operational tactics include proactive investigations, patrols and undercover operations. The strategic Robbery Action Plan, drawn up by Lambeth police and the council's Community Safety and Children's and Young People's services, sets out our multi-agency approach. This focuses on four key areas:

- **Developing intelligence** – increase intelligence of the scale and impact of robbery in Lambeth to drive targeted co-ordinated activity that secures the greatest impact for the least investment of resources
- **Prevention** – deter, delay and disrupt offending through co-ordinated activity
- **Enforcement** – including monitoring of most prolific offenders, and targeting of disposal of stolen goods
- **Detection, awareness and reassurance** – increase awareness of robbery, incidents and risk; and the role of the community in reducing robbery.

**Metal Theft**

5.3.5 In February 2012, Lambeth became the first London borough to join the Alliance to Reduce Crime against Heritage (ARCH), a voluntary UK-wide network of stakeholders which aims to reduce crime that causes damage to or interferes with the enjoyment of heritage assets in England. Lambeth has a rich and diverse built heritage, including over 2,000 buildings of national importance and somewhere in the region of 300 buildings of local importance.

5.3.6 As a member of ARCH and working with partners, Lambeth has committed to an annual strategic assessment for heritage crime and to strategies to tackle crime and disorder including anti-social behaviour that impacts on the historic environment and heritage assets.

**5.4 Tackling Antisocial Behaviour and Neighbourhood Crime 2012/13**

5.4.1 Anti-Social Behaviour (ASB) remains a priority for the Partnership. Since November 2010, successive resident’s surveys have indicated that perception of ASB has remained at roughly the same level. In the May 2012 resident’s survey, 17% of residents have perceived ASB to be a high priority. The figure is higher when residents are asked
about their perception of noisy neighbours and loud parties (19%), perception of drug use and dealing (31%) and perception of drunk & rowdy behaviour (25%), all of which are traditional ASB indicators.

5.4.2 The Community Safety Service works with Adults Safeguarding; Public Realm colleagues and other partners to support vulnerable victims of ASB and hate crime, tackle area based ASB and to deliver an improved ASB response. Detailed neighbourhood ASB work is outlined the Cluster analysis/updates below. This section highlights some of the pan-borough ASB issues we have tackled over the last year.

5.4.3 The Partnership has continued to protect vulnerable victims of Anti-Social Behaviour and to safeguard vulnerable adults. Since implementation in June 2010 we have received 199 referrals of which 92 were categorised as high risk. Of these, 84 have been resolved successfully with good outcomes for the victims and are now no longer “high-risk”. The remaining 8 cases are still in process.

Vulnerable Victims Case Study

Mr S was referred to the Vulnerable Victims Advocate in the Community Safety Service by Lambeth police. He had been suffering from anti-social behaviour in the form of verbal abuse and harassment by a neighbour for a number of years but hadn’t reported the matter. The situation finally had become too much for Mr S as his neighbour’s mental health declined and he felt unable to deal with the associated behaviour.

Mr S was contacted following the referral and asked whether he would like any support. The case was subsequently considered by the multi-agency Vulnerable Victims’ Panel and a plan agreed.

Social Services agreed to visit Mr S’s neighbour to assess his needs and provide the appropriate specialist support and healthcare; the police conducted weekly visits to both parties and a case manager from the Community Safety Service was assigned to the case to ensure all actions were met.

Five months after the initial referral Mr S is relieved that the situation has improved dramatically. There had been no further problems with his neighbour since Social Services had intervened. Mr S said he felt relaxed in his home for the first time in years and could now sleep properly at night. Mr S says that having someone he could turn to when he felt there was no-one to help was the most important part of the process and that regular follow-up check on progress had helped enormously in his ability to cope with the situation.

5.4.5 The Lambeth Vulnerable Victims of Hate Crime and ASB approach has been recognised nationally as a model of good practice, and cited by the Home Office as an exemplar in the field. We have been contacted by several other London boroughs to share our methodologies and practices in this area and the work is being showcased as best practice model by the Local Government Association (LGA) in 2013.

5.4.6 Prevention, intervention and enforcement are the key strands of our work to tackle ASB. Between April – September 2012, 11 Acceptable Behaviour Agreements were agreed and 82 Warning Letters issued. We successfully applied for 10 Anti-Social Behaviour Orders (including Post Conviction ASBOs), and issued 37 Responsible Retail Agreements as well as carried a range of other enforcement activity.
5.4.7 Lambeth Anti-Social Behaviour Action Team (ASBAT) consists of 1 police sergeant, 2 police constables and 14 local authority funded PCSOs. The team are tasked primarily in two ways: through the fortnightly borough intelligence meeting (BCTG), chaired by the Police and the Partnership Tasking & Coordinating group (PTAC), chaired by Community Safety Service officers. Tasks are based on intelligence and each meeting has an accountability process to ensure tasks are completed.

5.4.8 One of the ASBAT team’s priority tasks is to deter street drinking and begging in borough hotspots, including Brixton and Max Roach Park. In November 2012, the ASBAT team carried out 18 patrols, made 239 stops and 56 seizures of alcohol using the Controlled Drinking Zone, targeting Streatham High Road, St John’s Church, the IMAX tunnels and Waterloo Road. In early December 2012, the team were involved in a joint operation with visiting Polish police officers. The operation has enabled partners to establish the identity of some drinkers and ensure that appropriate enforcement action can be taken.

5.5 Hate Crime

5.5.1 Hate crime remains an important crime and safeguarding issue for Lambeth. The latest recorded crime figures suggest that racist and religious hate crimes have increased while homophobic incidents have decreased. Disability hate crime is an under-reported and somewhat hidden aspect of hate crime. It has been an area of concern that has been prioritised for action.

5.5.2 In the financial year 2011-2012, the Safer Lambeth Partnership published a one-year action plan that was broadly modelled around the structure of the previous strategy and took forward its key recommendations. A multi-agency working group was set up to oversee and monitor its implementation. Its key achievements included:

- launch of a third party reporting pilot;
- launch of a co-operative volunteer, Champions Against Hate Crime initiative;
- development of new guidance on recording and responding to hate incidents for practitioners;
- active contribution to the Vulnerable Victims ASB process highlighting hate crime elements as necessary.

5.5.3 The key focus for our work in 2012/13 is understanding and addressing disability hate crime following the Pilkington and Askew cases and following the recommendations of the Equality and Human Rights Commission’s report ‘Hidden in Plain Sight’. This work is being overseen by the Lambeth Adults Safeguarding Board chaired by the ED Adults’ and Community Services. A fully revised version of the Action Plan has been produced. The action plan includes a disability hate crime component. So far, key achievements include:

- Borough-wide hate crime training- this has seen a variety of key partners such as King’s College Hospital, Housing Associations, Lambeth Youth Offending Service and a range of disability organisations receive hate crime and disability hate crime training.
- Working with Housing Associations to tackle and address hate crime. A number of Housing Association staff in the Borough have received hate crime training, a number of Housing Associations run hate crime publicity campaigns during Hate
Crime Awareness Week and a number of organisations have incorporated hate crime in their policies.

- The Borough is also in the process of establishing a third-party reporting centre for victims of disability hate crime
6. Cluster Performance Reviews (Dec 2010 to Nov 2012)

6.1 Brixton Cluster – Coldharbour, Brixton Hill and Tulse Hill wards

Performance:

Over the last 2 years overall crime in the Brixton cluster has increased by 222 (3.1%) to a total of 5857 offences from Dec 2011 to Nov 2012. The top three offences were Violence Against the Person (1319 offences / 23% of the total), Theft Person (633 offences / 11%) and Personal Robbery (510 offences / 9%). In total, the Brixton Cluster made up 17% of all Total Notifiable Offences\(^4\) in the borough.

Over the last 2 years, the largest rises in crime have been Theft - person (447 offences / +39%) and violence against the person (218 offences / +11%). The largest decreases in crime have been Theft from motor vehicle (-281 offences / -8%) and Residential Burglary (-247 offences / -13%).

Over the last twelve months, the Community Safety Service has issued:

- 18 warning letters issued, mainly for street population related issues
- 1 Acceptable Behaviour Agreement
- 8 Responsible Retailers Agreements with phone booth operators in the market area
- 3 Anti Social Behaviour Orders - 1 for an individual who was a prolific Motor Vehicle Crime offender and 2 for brothers who were committing persistent Anti-Social Behaviour in the Tulse Hill Ward.

**Key Issues and Achievements:**

1. **Tulse Hill Estate**

   The Tulse Hill Estate remains a priority location within this cluster. Community Safety Service officers, together with Lambeth police and Lambeth Living, have continued to tackle ASB and other crime in the area.

   Outcomes of this work have included the identification of two vulnerable victims of ASB; referrals to the ASB Panel and Allegra, a scheme to tackle youth and gang crime; joint operational activities with Housing Partners and the Safer Neighbourhood Team to gather intelligence and home visits to tackle groups congregating and causing ASB in estate stairwells and vicinity; and community engagement and cohesion activities led by the council’s Active Communities team.

\(^4\) Total Notifiable Offences (TNO) is a count of all offences which are statutorily notifiable to the Home Office
Tulse Hill Estate is a reoccurring hotspot for burglary. To tackle this, the estate was included in the pilot phase of the ‘Lock It and Stop It’ initiative. Alongside this service, the Safer Neighbourhood Team undertook door knocking exercises to engage with residents and provide them with property marking kits. The community were also encouraged to set up Neighbourhood Watches, with the support from our Neighbourhood Watch Co-ordinator.

The council was successful in applying for Anti Social Behaviour Orders against two well known brothers who had terrorised residents from the Tulse Hill Estate. In May 2012 full Anti Social Behaviour Orders lasting three years were granted, banning them from the area.

A survey was conducted with residents on the estate which included a comprehensive section on crime and disorder. Thirty percent of households responded to the survey. The main crime concerns were highlighted as housebreaking, theft, drug abuse and gang activity. In response to the issues raised by residents, the area received a more visible police presence, better lighting and the use of ASB tools to address known problematic individuals and families. As a result of communities concerns about the need for more youth projects, a number of programmes have already been implemented including youth diversionary activities by the High Trees Development Trust and engagement with youths by the Young and Safe programme. In addition, residents have been involved in refurbishing Jubilee Hall for community led events. We will be supporting community events during 2013.

2. Coldharbour Ward Dispersal Zone

A dispersal zone\(^5\) was implemented in the Coldharbour Ward for six months ending March 2012. The objective of the Dispersal Zone was to reduce Anti-Social Behaviour and to prevent the congregation of large groups of young people. The Dispersal Zone covered a large section of two areas in the ward which included estates and the results achieved were positive:

- There were 546 offences in the Dispersal Zone period compared to 657 in the previous six month period representing a decrease of 16.8%.
- There were 499 offences in the Dispersal Zone period, compared to 581 in the six months previous the Dispersal Zone which is a reduction of 14.1%.
- The most significant decreases were in relation to Robbery of the Person (16 offences less), ABH (13 offences less), Residential Burglary (8 offences less) and Theft Snatch (6 offences less).
- In addition, possession of Cannabis decreased by 28 offences.
- In the period of the Dispersal Zone, there were 83 offences with a youth victim or suspect. This was a decrease of 32.5% (40 offences) compared to the six month period before the Dispersal Zone.
- 20 gang individuals were identified, a number were referred to the Young and Safe programme. Eight of the gang nominals were referred to an organisation named Options for Change by the Safer Neighbourhood Team and a known individual for robbery was identified who has been monitored by the Safer Neighbourhood Team. In addition to the identified individuals, approximately 40 young people were dispersed.

The Community Safety Service, the SNT and relevant Registered Social Landlords have been monitoring activity in the areas since the Dispersal Zone ended via the monthly Coldharbour Ward Operations Meeting.

\(^5\) Under Section 30 of the Anti Social Behaviour Act 2003, an area can be designated as a dispersal zone where the local Police and Local Authority both agree that there are grounds to believe that members of the public have been intimidated, harassed, alarmed or distressed as a result of the presence or behaviour of two or more persons and that anti-social behaviour is a significant and persistent problem.
3. Robberies and Thefts

Brixton Market is a vibrant shopping and eating area which attracts large number of people from Lambeth and elsewhere. Like most markets nationally it suffers from crime. The sale of stolen goods, in particular mobile phones, is an issue in the area.

Working in close collaboration with the Market Traders Group and in response to these issues, Responsible Retailer Agreements were implemented with phone booth operators in the market. The aims of Responsible Retailer Agreements were to ensure mobile phone stalls are working legitimately. Conditions include logging the specific details of all phones sold and ad hoc visits from MPS and Trading Standards.

To ensure positive work continued, the Community Safety Service, Lambeth police, Trading Standards and UKBA undertook a phone booth operation on 19th December to target illegal phone sales. Twelve mobile outlets were inspected. Results included closing down one of the outlets; an arrest for suspicion of handling stolen goods; serving a Trading Standards Notice on an outlet; seizure of four fake designer phone covers and seven fake Armani watches; and several immigration issues dealt by the UKBA.

In the two weeks before the Olympic Games, robbery increased from 8 to 10 offences. As a result of this increase and the potential for a negative impact on the reputation of the area, a multi-agency plan was implemented. This focused on positive engagement with visitors, businesses and the market community alongside tackling theft, robbery and other issues such as the street population and drug dealing. The plan was in place for the entire Olympics period and action included the distribution of over a thousand bells by the Anti Social Behaviour Team and Safer Neighbourhood Teams to prevent personal theft and pick pocketing. Alongside this, personal theft awareness flyers were distributed, mobile phones were property marked, and table hooks were distributed to premises including bars and cafes. Police officers undertook high visible patrols. As a result of this activity, the robbery problem reduced by 50% (5 offences) and there were no reports of serious incidents in the area during the Games period.
6.2 Clapham Cluster – Clapham Town, Clapham Common, Ferndale and Thornton wards

Performance:

Over the last 2 years overall crime in the Clapham cluster has increased by 338 to a total of 7498 offences. This is the largest rise in the borough and the largest total amount of crime per cluster in the borough - 22% of the borough’s total crime occurs within the Clapham cluster. Significant amounts of this crime are located within the Clapham High Street NTE as outlined earlier in this report.

The top three crimes were: Theft Person (1213 offences / 16% on the total); Violence Against the Person (1128 offences / 15%) and Personal Robbery / theft from Motor Vehicle crime (534 and 546 offences each respectively / 7% and 7%).

Over the last 2 years, the largest rises in crime have been Theft - person (257 offences / +27%) and Theft – motor vehicle (77 offences / +16%). The largest decreases in crime have been Violence against the Person (-100 offences / -8%) and Residential Burglary (-39 offences / -8%).

The Clapham Cluster has seen seven Anti Social Behaviour Agreements signed and three Responsible Retailers Agreements (RRA). We obtained also an Anti Social Behaviour Order (ASBO) against a key, problematic individual.

Key Issues and Achievements:

1. The Night Time Economy (NTE) (See earlier section on NTE)

Multi agency working has continued in Clapham focussed on creating a more controlled environment and encouraging licensed premises to take more responsibility for their customers. The majority of the licensed premises have been contacted in order to ensure they have the correct management policies in place to minimise negative impacts on the local community. Transport for London has agreed to introduce taxi ranks on the High Street and the area is benefiting from an increased use of high pressure street washing. An effective Licensees Forum has been established and is now chaired by a publican and managed by business operators directly. The first stage of consultation to create a Business Improvement District has begun, which, if successful could help support improvements in Clapham High Street. Next steps include working with Off-Licenses and encouraging sign up to order to sign up to RRA’s requiring them to self regulate and not to sell super strength beers or lagers or single cans.
2. Notre Dame Estate

The Notre Dame Estate has suffered from a number of serious incidents since August 2012. The Community Safety Service has worked to reassure local residents. The area is now a priority for the local policing team who have carried out raids and operations targeting known individuals. Lambeth Living are evicting some key problem tenants. Regular police 'sweeps', including with UKBA, have also been carried out. A CCTV camera has been deployed to monitor a specific hotspot on the estate. As a result of this, one major prolific offender has been arrested and is awaiting deportation. Anecdotal feedback from residents suggests that nuisance and crime has decreased substantially on the estate in recent months.

3. Motor Vehicle Crime

During the summer months, Motor Vehicle Crime spiked in the Clapham Cluster, specifically, cars being broken into and contents stolen. In response, the Community Safety Service carried out joint patrols with the Safer Neighbourhood Team, speaking to residents and providing crime prevention advice. Parking Services carried out night time operations and were able to identify vehicle were items had been left on display and pass their details to the police, who contacted owners to highlight the risks. Operations were carried using a decoy vehicle to target known individuals. Crime prevention signage was also erected in the hot spot areas. This led to a reduction of 32% in the period 1st August – 30th October 2012 from the previous quarter and we expect a further reduction in the current three months. These actions can also be used as a blueprint for future Motor Vehicle Crime issues across the borough.
6.3 Kennington – Bishops, Princes and Oval wards

Performance:

Over the last 2 years overall crime in the Kennington cluster has decreased by 89 offences (-1%) to a total of 6311 from Dec 2011 to Nov 2012. The top three offences were: Violence Against the Person (1174 offences / 19% of the total), Theft Person (586 offences / 9%) and Personal Robbery (472 offences / 7%). In total, the Kennington Cluster made up 18% of Total Notifiable Offences in the borough.

Over the last 2 years, the largest rises in crime have been Residential burglary (49 offences / +27%) and Theft - Person (36 offences / +7%). The largest decreases in crime have been Theft from Motor Vehicle (-146 offences / -34%) and Violence against the Person (-72 offences / -6%).

Key Issues and Achievements:

1. Crime and anti-social behaviour associated with the Street Population

The Partnership worked to reduce the impact of rough sleepers, street drinkers and beggars in the Kennington Cluster which remains the borough hotspot area for this activity. Fortnightly operations were conducted with a range of partners including Lambeth MPS, Supporting People and SORT (commissioned outreach). This has led to 18 arrests, 6 of which resulted in custodial sentences and 1 post conviction ASBO, 1 stand-alone ASBO, 45 warning letters for unacceptable behaviour and 8 off licence visits to deter the sale of super strength alcohol and single cans.

The response has received positive press coverage across Lambeth and feedback from the community is that the situation has improved.

2. Partnership working with the Vauxhall Improvement District, Vauxhall One.

The Partnership has built a positive relationship with the new Vauxhall Business Improvement District since its introduction in March 2012. Through working together and sharing information, Vauxhall has seen an overall reduction in all crimes, notably motor vehicle crime and robbery which has seen a reduction of 36.3 per cent. The Licensing Forum is established and a robust action plan is in place to tackle issues in relation to the night time economy, in preparation for the busier summer months next year.

3. Illegal ice-cream sellers and gamers Westminster Bridge

During July-August 2012, the Community Safety Service, Trading Standards and Environmental Enforcement Officers assisted Lambeth MPS and British Transport Police to tackle illegal traders, unlicensed ice-cream sellers and illegal gamblers in the Southbank and Westminster Bridge areas. Intelligence suggested that those involved were also linked to other crimes, including pick...
pocketing and theft, as well as often sophisticated scams targeting visitors. A joint operation was
developed with Lambeth, City of Westminster Council and police resulting in about 70 arrests.
Several ice-cream vans were removed and destroyed. They replaced with legal pitches by
operated through the South Bank Employers Group.
6.4 Norwood – Herne Hill, Thurlow Park, Knights Hill and Gipsy Hill wards

Performance:
Over the last 2 years overall crime in the Norwood cluster has decreased by 492 (-2%) to a total of 5517 offences from Dec 2011 to Nov 2012. The top three offences were: Violence Against the Person (1152 offences / 21% of the total), Residential Burglary (579 offences /10%) and Theft from Motor Vehicle (567 offences / 10%). In total, the Norwood Cluster made up 16% of Total Notifiable Offences in the borough.

The largest increases in crime have been Theft from Person (117 offences / +63%) and Violence against the Person (51 offences / +5%). Over the last 2 years, the largest decreases in crime have been Residential burglary (72 offences / -11%) and Personal robbery (101 offences / -24%).

Key Issues and Achievements:
1. Burglary
There are currently 3 hotspot burglary areas in the Norwood Cluster which includes Gipsy Hill (Gipsy Road end of the ward), Knights Hill (around Royale Circus) & Herne Hill (vicinity of Fawnbrake Avenue).

The profile of properties targeted differ from one location to another, for example properties in the Gipsy Hill / Gipsy Road area are multi occupancy properties whereas properties in Knights Hill and Herne Hill are more terraced, semi terraced and detached properties, which clearly require different approaches.

The Community Safety Service, together with Lambeth police and other local stakeholders such as Neighbourhood Watches, Safer Neighbourhood Panels and others have contributed to tackling Residential Burglary at the above 3 locations as follows:

- In May 2012 the Community Safety Service funded 650 Smartwater Kits including 20 large street signs as an additional crime prevention tool to impact and help reduce residential burglary.
- Even though the DNA marking kits have now been divided between the four Norwood Cluster wards, the hotspot areas received more kits than other wards.
- Distribution of the DNA marking kits has been carried out directly by police officers through street surgeries and by working closely with local Neighbourhood Watches focusing mainly on the 3 hotspot areas.
- 20 “DNA marking” signs have been installed at strategic roads / locations to warn potential burglars that the area is a DNA marking area.
- As part of our preventative approach, individual “design out crime” reports have been provided to victims of residential burglaries around the Gipsy Road area with practical advice on how to make properties more secure, such as fencing side alleyways / right of...
ways and cutting back hedges to the front of the property. We provided a “design out crime” report to Family Mosaic housing association in relation to a problematic block of flats in Tannoy Square in Gipsy Hill.

2. Robbery
Solar Energy Lighting has been funded in Norwood Park to enhance existing lighting and to reassure local residents following concerns raised by Friends of Norwood Park relating to allegations of youths committing robberies in the park.

3. Other Issues:
Tackling Street Drinkers in and around Herne Hill Train Station and Brockwell Park as follows:

- There has been close partnership working partners to conduct a pan-borough “Street Sweep” operation to deal with street drinkers. Drinks have been confiscated and details of 12 prolific street drinkers referred to the street population multi-agency case review panels.
- The enforcement CCTV van and the ASBAT team (anti social behaviour police team) have been tasked to gather evidence, deter and provide reassurance around the Herne Hill train station pedestrian subway. Three street beggars / drinkers have been identified and subsequently referred to the street population panel for further appropriate action.
- Close work with Street Care colleagues has ensured that hotspot locations for street drinkers are promptly cleared.

Tackling an upsurge in squatting:
Residential squatting is now a criminal offence but there was a noticeable increase in residential squatting prior to October 2012 particularly in the Norwood Cluster. Ranger Mansions was one such high profile squat were the ability to address a range of issues associated with this property ensured that the area was cleared and the eviction successfully conducted.

4. ASBO and other interventions
There have been no ASBOs issued in the Norwood Cluster for this period.

Current ASB locations:

- Woodland close in Gipsy Hill – five warning letters issued to identified perpetrators in conjunction with Lambeth Living and Hyde Housing association and one Acceptable Behaviour Contract signed. The Community Safety Service is currently reviewing a range of environmental improvements with Lambeth Living as the location, by its current design, acts as a trigger for ASB in the area.
- Warren Close – this is a general ASB by youths which goes on into the early hours of the morning. Seven perpetrators have been identified and warning letters issued jointly with the police and Lambeth Living. No further complaints have been received but the response will be closely monitored and escalated should the situation not improve.
- Lowden Road – This is a recent and an ongoing case tackling a group of youths who are causing ASB to local residents. Three families have been identified as the source of ASB and we are currently working closely with our police partners and housing providers to tackle the issue long term.
6.5 Streatham – Streatham Hill, Streatham Wells, Streatham South and St Leonards wards

Performance:
Over the last 2 years overall crime in the Streatham cluster has decreased by 170 (-3%) to a total of 4921 offences from Dec 2011 to Nov 2012. The top three offences were: Violence Against the Person (1079 offences /22% of the total), Residential Burglary (581 offences /12%) and Theft from Motor Vehicle (479 offences /10%). In total, the Streatham Cluster made up 14% of Total Notifiable Offences in the borough and is the second lowest crime cluster in Lambeth.

Over the last 2 years, the largest rises in crime have been theft from motor vehicle (122 offences /+34%) and sexual offences (9 offences /+14%). The largest decreases in crime have been Personal Robbery (-92 offences /-23%) and Residential Burglary (-68 offences/-10%).

Key Issues and Achievements:

1. Burglary
Burglary is a priority for the Streatham Cluster. Smartwater™ kits continue to be distributed to key hotspot areas in conjunction with the borough’s Lock It & Stop It scheme.

2. Street Drinking
There are a number of identified hotspot areas for street drinking and it remains a concern for local residents. Street drinking is a Safer Neighbourhood Ward priority for St. Leonards and Streatham South. Streatham Green, which has historically been a problematic area for street drinking, has seen a dramatic reduction in numbers of individuals involved as a result of ongoing enforcement and outreach activity, as well as, ensuring the green is used by a range of community groups.

Test purchasing visits have been carried out on Greyhound Lane to target out of hours alcohol sales, resulting in one breach of licensing conditions by an off license.

Two sites which were regularly being littered with alcohol cans have been cleared by Environmental Services. Along Hermitage Path, a tree which was being used as shelter for the drinkers has been removed by Parks’ Services and the site has been cleared of the litter and cans. Currently we are working with Community Payback and others to clear a third site off Sherwood Avenue, which will link into Community Freshview.

Responsible Retailers Agreements (RRAs) have been signed with 32 off-licenses in the Streatham Cluster in known problematic locations. The aim is to reduce the number of street drinkers by limiting the opportunity to purchase single cans and high strength alcohol. The
RRAs are currently being reviewed and we are ensuring more premises sign up to this initiative.

3. Gleneagle Road / surrounding area

The Partners continue to work closely with the Somali Community to reduce anti-social behaviour around the cafes and shops on Gleneagle Road and improve the overall environment. All the shop owners along Gleneagle Road have valid trade waste agreements, which were previously not in place and many have signed up to Responsible Retailers Agreements.

In October 2012, the Community Safety Service in conjunction with Lambeth police investigated a khat house that had been reported by members of the public as a magnet for anti-social behaviour. The area at the back of a café was being used to chew Khat and at the rear of the property groups of men were congregating sometimes into the early hours of the morning, shouting and causing disturbances neighbouring residents and businesses. Following targeted action, the owner secured the back entrance and this had an immediate effect in reducing the nuisance being caused.
6.6 Stockwell – Stockwell, Larkhall and Vassall wards

Performance:
Over the last 2 years overall crime in the Stockwell cluster has decreased by 274 (-6%) to a total of 4515 offences from Dec 2011 to Nov 2012. The top three offences were: Violence Against the Person (1023 offences /23% of the total); Theft – Person (369 offences /8%) and Personal Robbery (354 offences /8%). In total, the Stockwell Cluster made up 13% of Total Notifiable Offences in the borough and is the lowest crime cluster in Lambeth.

Over the last 2 years, the largest rise in crime has been residential burglary (63 offences /+25%). The largest decreases in crime have been Personal Robbery (-127 offences /-26%) and violence against the person (-33 offences /-3%).

Key Issues and Achievements:

1. Stockwell Gardens Estate and Tube Station
Due to problems relating to robberies outside the tube station and surrounding streets, gang behaviour and drug dealing/use from a nearby estate, unlicensed street vendors operating outside the tube and theft offences within licensed premises the Community Safety Service was asked to develop a response to tackle these issues.

The approach included registered social landlords (RSL), the Safer Neighbourhood Team, Street Care, British Transport Police, Thamesreach and Licensing. The partnership is currently case managing those involved in robberies, gang behaviour and drug dealing and will be taking enforcement action alongside support where appropriate.

The Community Safety Service have also successfully objected to additional cash machines in the area to reduce the potential for robbery and have liaised with BT to remove advertising from their phone boxes in the area to improve visibility. Thamesreach have conducted outreach in the area to attempt to engage drug users into support services. Where police ‘raids’ have taken place in nearby addresses, RSL’s have been made aware to enable tenancy enforcement action to be taken. The Street Care Service will also be targeting unlicensed vendors.

We will also be conducting a safety campaign with BTP, the SNT and London Underground aimed at tube users to keep valuables safe when leaving the station and we will be collating community impact statements, reviewing CCTV and collating evidence of crime to tackle problem premises and to support other interventions

2. Russell Grove
Due to problems with robberies and youth disorder over the summer, partners from the Safer Neighbourhood Teams and Lambeth Living came together to deal with these issues. The Community Safety Service has sent out 16 warning letters to the parents of young people involved in disorder and an Acceptable Behaviour Contract (ABC) was also signed. We are
continuing to explore further interventions to deal with individuals involved in disorder. We have also successfully objected to a fast food outlet opening in the area, which would have exacerbated existing problems. An Environment Visual Audit (EVA) also took place with Lambeth Living, the SNT and the ward councillor in the summer to make the area less vulnerable to anti-social behaviour. This has led to trees being cut back to improve visibility, benches being removed to deter large groups congregating and paving re-laid to improve the look of the area. To deal with potential youth disorder occurring again in the summer months we will be working with the local youth club and Children and Young Peoples Service (CYPS) to offer diversionary activities during this period. We have also had positive feedback from residents who we want to support to take forward a community garden to promote resident ownership of the area.
7. Tackle crime drivers and priority offenders

7.1 Drugs and Alcohol

7.1.1 Substance Misuse services have been through significant periods of change over the last few years and performance has been improving over the last year. Changes as a result of the Health & Social Care Act will present further challenges moving into the next financial year 2013-14. The impact of effective drug and alcohol treatment is a key to reducing crime and improving health outcomes. This will require continued co-ordination and investment in initiatives to reduce demand and supply.

7.1.2 While numbers of drug users in effective treatment is in line with National trends, there has been a reduction in the number of people coming into treatment. In addition, the number of people dropping out is a concern.

7.1.3 A service user questionnaire for drug and alcohol users re-presenting to treatment services to better understand their reasons for dropping out will be undertaken to inform service future planning.

7.1.4 A procurement exercise for the re-provisioning of non-clinical Drug and Alcohol services in HMP Brixton from April 2013 onwards is currently been undertaken by the Integrated Commissioning Directorate (NHS Lambeth and London Borough of Lambeth). The purpose of the exercise is to improve the quality of provision, service user satisfaction and ensure that there is efficient use of resources. Responsibility for commissioning all health related services in HMP Brixton will transfer to the NHS National Commissioning Board from April 2013. However, the Local Authority via Public Health and the Health and Wellbeing improvement boards will continue to be key strategic partners.

7.2 Reducing Re-offending

7.2.1 The Integrated Offender Management Service (IOM) is a multi-agency approach to reduce re-offending by a selected group of offenders. A range of support is provided to tackle the drivers of their offending e.g. drug treatment or mental health. Offenders who chose not to accept help are closely monitored by the police. The service has sustained improvements made in the previous year with regard to the Drug Intervention Programme: identifying and assessing drug using offenders arrested by the police. Targeted Testing (TT) has delivered a third less drug tests being carried out in custody suites freeing up police resources and reducing cost in relation to tests while achieving an increased positive test rate. Lambeth remains one of the top five performing areas for TT in London.

7.2.2 Local police and probation officers have invested increased resources in the IOM service to support more robust management of those offenders with a high risk of re-offending. Staff meet clients on release from prison; accompany clients to appointments; and undertake joint home visits with the police where engagement has been an issue. In addition, all staff have been trained to undertake focused one to one / group work to address attitudes, thinking and behaviour in relation to offending.

7.2.3 A service review of IOM has been commissioned to inform future service planning and a possible Payment By Results approach.

7.2.4 The Council has been working closely with HMP Brixton to support the re-role to a resettlement prison. We are seeking to increase work experience opportunities within the Council for ex-offenders. In addition, procurement processes for large service
contracts are being explored to provide training and work experience for offenders and others who have been long term unemployed.

7.2.5 Statutory work with offenders undertaken by Lambeth Probation has seen improvements over the last 12 months. Initiatives piloted in the borough over the course of 2012 will be rolled out across London in 2013, including the Personality Disorder initiative which involves a partnership approach to tackling specific mental health issues affecting over 60% of Lambeth’s offending population. Lambeth is one of the few boroughs to have piloted User Voice Community Councils which give offenders an opportunity to discuss and shape how London Probation Trust engage with and support them. Lambeth Probation are working with over 2000 offenders at any one time, approximately 1200 of whom are in the community. This is a high caseload even by London standards, but despite this, a steady improvement in positive outcomes can be evidenced for 2012.

7.2.6 Lambeth Probation is meeting its targets against the Probation Trust Rating System (PTRS) measures which are applied to all Probation Trusts in England and Wales. The borough is exceeding its targets against the Contract Measures which are set specifically with London Probation Trust (LPT) and the National Offender Management Service (NOMS).

- Of the 653 community sentences and licences completed between 1st April 2012 and 30th November 2012, 536 completed successfully; an 82.1% completion rate
- In the same period, 108 service users on the borough caseload gained and sustained employment, exceeding the target of 88
- Of the 409 end of sentence termination assessments completed, 336 noted that the service user had settled and suitable accommodation, a percentage of 82.2% against a target of 80%
- Re-offending rates are below the predicted targets set
- 95.7% or 22 out of 23 breached community sentences audited were enforced within the required time limits
- 119/121 licences which were breached resulted in the recall to custody being processed within the required time limit which is the highest percentage in London
- 51 Drug Rehabilitation Requirements (DRR) were successfully completed against a target of 40
- 20 Alcohol Treatment Requirements (ATRs) were successfully completed, above the target of 18
- 9 Mental Health Treatment Requirements have been commenced, exceeding the target of 3.3

8. Emerging Priorities 2013/14

8.1. The 2013/14 Strategic Assessment draws upon a range of evidence from across the Partnership, including police and council data but also health management information, resident’s surveys & public perception, A&E data and drug treatment information.
8.2. These emerging priorities (below) have been determined from a wide range of data sources. The development of the 2013/14 Strategic Assessment is a work in progress. Over the next 2/3 months detailed problem profiles will be developed to provide in-depth information in these areas and guide the development of the final Strategic Assessment.

8.3. The emerging priorities for 2013/14 broadly reflect those in 2012/13, and are aligned into three main work streams as in the previous year. For 2013/14 the Partnership has slightly changed the headings of each theme to bring together resources from across the partners to address key crime and disorder issues.

8.4. The emerging priorities for 2013/14 are:

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8.2. **Serious Crime and Communities 2013/14:**

8.2.1 **Youth Related Crime & Violence** – The youth violence strand, separated from gang related offending will look to address youth violence outside of gangs, in particular school aged robberies. Further analysis will be conducted to identify where students are likely to come from, where the offences are taking place and who the offenders are so an appropriate preventative approach and referrals to statutory agencies can take place. From the initial analysis, a high proportion of youth related violence involves young people of school age as both victims and perpetrators of robbery.

8.2.2 **Gangs** – Lambeth has a recognised issue with gangs and gang violence, particularly in the age ranges of 14 to 25. As outlined earlier the borough has been identified in the recent Home Office Gangs report on knives, gun and gang-related offending as one of the priority boroughs for support. In 2013/14 the Partnership will commission specialist interventions for adult gang members seeking to exit the gang lifestyle to compliment the existing range of provision delivered by Young and Safe for younger people and will launch the Tackling Gang Violence Unit (outlined in section 4.3). Gang violence will form one strand of the Preventing Serious Violence strategy (section 4.1.7).
8.2.3 **Robbery** – Robbery will focus on the main victims of robbery in the borough outside of young people. The two largest groups of robberies are Commuter robberies, linked to transport hubs and surrounding streets from commuters returning home from work, and robberies of users of the Night Time Economy. This work will closely link with management of the NTE and the robbery work targeted at youth victims of robbery, and will develop an approach based on improved intelligence, prevention, deterrence and reassurance.

8.2.4 **Violence Against Women and Girls (VAWG)** – Violence Against Women and Girls brings together 8 policy strands. These strands are Domestic Violence, Prostitution, Sexual Violence, Stalking, Female Genital Mutilation, crimes said to be committed in the name of honour, forced marriage, trafficking. VAWG continues to be a priority for the borough, and in 2013/14 we will be looking to further develop our understanding and work in the areas of prostitution, female genital mutilation (FGM) and trafficking.

8.2.5 **Preventing terrorism** – Lambeth has been identified by the Home Office as a priority borough for local action to stop people becoming terrorists or supporting terrorism. We will continue to receive funding from government to develop and run a local Prevent Programme (aligned to the national strategy). Lambeth’s Prevent Programme will focus on embedding Prevent within mainstream services, providing interventions for at risk individuals and increasing the confidence and capacity of local residents, frontline staff and members to address risks within the borough.

8.3 **Neighbourhoods/Location Management 2013/14**

8.3.1 **Night Time Economy (NTEs)** – In 2012/13, the NTEs in Clapham, Brixton and Vauxhall continued to generate significant amounts of crime, disorder and ASB. We are currently focussing our analysis on specific venues that have higher rates of crime, including theft, robbery, sexual offences and common assault. We will proactively work with those venues in 2013/14. Alcohol is also a prime factor in NTE related crime and disorder. The Partnerships is working with the local health providers, NHS Lambeth and GPs to tackle alcohol related violence. Health services have identified alcohol as a priority for 2013/14. In November 2012 the Safer Lambeth Partnership held a joint summit on alcohol with the Health & Wellbeing Board to look across the piece at the impact alcohol has on residents & statutory services. A range of actions identified at the summit are being developed for implementation in 2013/14.
8.3.2 Anti-Social Behaviour (ASB) – Anti Social Behaviour (ASB) will continue to remain a priority for 2013/2014. There will be a specific focus on vulnerable victims, Night Time Economy (NTEs) related ASB and a greater use of early interventions for perpetrators of ASB. We will build on our excellent work surrounding Vulnerable Victims of ASB and continue to widen the profile of the model, at the same time engaging more partners and stakeholders to the process. The varied Night Time Economies within Lambeth throw up many challenges around low-level ASB such as vomiting, urinating and noise/litter which have a big impact on local communities. We will put a strong emphasis on tackling these, establishing effective and pro active licensees’ forums in each NTE. Our emphasis will remain on early intervention when tackling problematic individuals, getting to the root cause of problems before they escalate and become high profile with the greater use of warning letters, Anti Social Behaviour Contracts and Responsible Retailers Agreements. Residents and Communities will remain at the centre of what we aim to achieve moving forward in 2013/2014.

8.3.3 Residential Burglary – Our work around residential burglary will continue to focus on prevention, as the most cost effective way of preventing burglary (as outlined in the 2012 scrutiny response). As highlighted earlier, over a third of all burglaries are due to lax security measures and by supporting residents to improve their security through projects such as “Lock It and Stop It” we will continue to drive down burglary crime figures. In 2012/13 our analysis will also look at those burglaries where lax security was not an issue, and work to identify means to prevent those crimes occurring.

8.3.4 Location Management – Across 2012/13 an identifiable trend around specific individual locations that were hotspots of crime activity. Some of these are linked to robbery, some linked to the NTE. For 2012/13 it is proposed that a specific theme around location management be developed to allow for a borough wide problem solving approach to these issues.

8.4 Crime Drivers and Priority Offenders 2013/14

8.4.1 Drugs and Alcohol

8.4.1.i) Drugs and Alcohol continue to be drivers of crime in the borough. The 2012-13 Drug Treatment Needs Assessment will provide further evidence of the extent of the problem in Lambeth. From 2013/14 funding for drug and alcohol services will be part of the Public Health Grant that is passed to local authorities. This funding will be used to support work across a range of prioritised local health needs. This may pose a risk to sustained investment in treatment services.

8.4.1.ii) Sustaining quality and recovery focused treatment services for alcohol, opiate and crack users will remain a priority. In addition, treatment services will need to respond to emerging challenges such as changing recreational drug use.

8.4.2 Reducing Re-offending

8.4.2.i) Changes to Policing across the capital and the challenging financial climate are risks to the delivery of Integrated Offender Management. The Partnership will use the findings of the IOM Service Review to inform future service planning and commissioning. In addition, “restorative justice” approaches will be tested to support reductions in re-offending across a range of crime and low level anti-social behaviour.
9. Finance Comments

9.1 There are no direct financial implications to this report. Any decision made relating to the emerging priorities of the service should be made with regard to the available financial resources for the service.

10. Comments from Director of Governance and Democracy

10.1 Section 5 of the Crime and Disorder Act 1998 ("the Act") mandates that local authorities, police, fire and rescue authorities, Primary Care Trusts, and the Probation Service, ("responsible authorities"), work together through a statutory arrangement called a Community Safety Partnership. In Lambeth this body is known as the Safer Lambeth Partnership (SLP).

10.2 The Act requires that the responsible authorities (via the SLP) work with other local agencies and organisations to formulate and implement a strategy designed to reduce crime and disorder (including anti-social and other behaviour adversely affecting the local environment); substance misuse and re-offending, in the authorities area.

10.3 The Crime and Disorder (Formulation and Implementation of Strategy) Regulations 2007 (as amended) requires that the SLP prepare a Strategic Assessment of all available crime and disorder information in order to identify pressing priorities within that locality (Regulations 5 to 7) and a Partnership Plan setting out those priorities, the work the partnership proposes to undertake in order to address them and the long and short term targets by which its success in doing so shall be measured (Regulations 10 and 11). The Council has a duty under the Act to approve and implement the Partnership Plan.

10.4 Section 17 of the Crime and Disorder Act 1998 places a duty on the council to have due regard to the likely effect of the exercise of its various functions and the need to do all that it reasonably can to prevent crime and disorder in its area.

10.5 Section 19 of the Police and Justice Act 2006 requires every local authority to have a committee with power to review or scrutinise decisions made, or other action taken, in connection with the discharge by the responsible authorities of their crime and disorder functions and to make reports or recommendations to the local authority with respect to the discharge of those functions.

10.6 Pursuant to Part II of the Equality Act 2010, public authorities must, in the exercise of its functions, have due regard to the need to;

(a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;

(b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;

(c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

10.7 Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic (age, disability, gender reassignment; pregnancy and maternity, race, religion and belief, sex and sexual orientation) and persons who do not share it involves having due regard, in particular, to the need to:
(a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;

(b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;

(c) encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

11. **Results of Consultation**

11.1 Public perceptions are factored into the data sets when undertaking the analysis (eg. MPS Public Attitudes Surveys, LBL Residents’ Surveys).

11.2 Lambeth Community Police Consultative Group and Safer Neighbourhood Panels will be consulted on the crime reduction priorities in the period January to March 2013.

12. **Organisational Implications**

None

13. **Risk Management:**

None

14. **Equalities impact assessment:**

14.1 The 2012 residents’ survey shows that crime is still the number one concern for residents. With regard to equalities impacts: crime and ASB have disproportionate impacts on certain communities. BME and those living in more deprived areas of our borough are more likely to be impacted on by crime and ASB as they are:

- More likely to be resident in high crime areas
- More likely to be the victims of crime.
- They suffer higher levels of the fear of crime and are significantly more concerned about crime
- They are disproportionately affected by the ancillary social consequences of the operation of criminal networks and drug markets, particularly the increase in gang/group violent offending and the involvement of young people in crime.

14.2 The reputational consequences for Lambeth as a high crime borough undermines community cohesion, increases the fear of crime and adversely impacts on the regeneration in the borough. This is likely to impact disproportionately on BME communities as they are more likely to live in the most deprived areas and to suffer the highest levels of social exclusion, poverty and worklessness.

14.3 This report outlines our key performance against our crime and disorder priorities for 2012/13, as well as the emerging priorities for 2013/14. The final Strategic Assessment for 2013/14 will have a full EIA carried out, due to the disproportionate impact of crime and disorder on certain communities.
15. **Community safety implications:**

15.1 The Strategic Assessment is the evidence base and the Partnership Priorities the 'top level' strategic framework for crime reduction and community safety work in the borough. This report highlights key performance against 2012/13 and the emerging priorities for 2013/14. This is a key milestone for the setting of the Partnership priorities to successfully reduce crime and disorder in Lambeth for 2013/14.

16. **Environmental implications:**

None

17. **Staffing and accommodation implications:**

None

18. **Procurement implications:**

None

19. **Any other implications:**

None

20. **Timetable for implementation**

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<th>Meeting / Group</th>
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<td>Recommendations are noted for further analysis to be presented in March</td>
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<td>ECCS Scrutiny</td>
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Appendix 1: Crime trend data

Chart 1: The number of robbery offences per month from November 2009 – October 2012

The chart below shows a slight increasing trend in robbery offences for this 3 year period. Robbery offences peaked in July 2011 and has been falling in recent months.

Chart 2: The number of burglary offences per month from November 2009 – October 2012

The chart below shows that burglary offences have increased over the three year period and seem to be increasing in recent months.
Chart 3: Number of knife crime offences per month from November 2009 – October 2012

The chart below shows a static trend for knife crime offences over a three year period. The peak month for knife crime offences was January 2012 and this fell by more than half to its lowest level in April 2012.

Chart 4: Number of Serious Youth Violence offences per month from November 2009 – October 2012

The chart below shows a downward trend for Serious Youth Violence offences over a three year period. The number of offences reached its lowest level in August 2010 before peaking in July 2011.
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<th>Area</th>
<th>Personal Robbery</th>
<th>Resi Burglary</th>
<th>Violence</th>
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<tr>
<td></td>
<td>Total</td>
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<td>DOT</td>
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<td>Annual % Change</td>
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Appendix 2: Safer Lambeth Partnership strategic structure 2012/13
Appendix 3: Safer Lambeth Partnership Constitution and Ways of Working

Safer Lambeth Partnership Constitution and Ways of Working

July 2009

http://www.lambethfirst.org.uk/saferlambeth
1. **Preamble**

1.1 The Constitution of the Safer Lambeth Partnership sets out the key principles that will govern:

- membership, roles and responsibilities;
- governance and decision making;
- accountabilities and engagement;
- key ways of working.

1.2 Effective partnership working between public, private, community and voluntary bodies and agencies is recognised as the best way forward to address the complex cross-cutting issues that confront a diverse borough such as Lambeth. But creating and managing effective partnerships brings a range of challenges, particularly in relation to how partners ‘pool’ their decision-making capacity, the roles and responsibilities of membership and the need to maintain accountability to service users and the public.

1.3 This Constitution therefore provides a set of ‘rules’ to provide transparency to both partners and the public about how the Safer Lambeth Partnership is meant to function as an effective and ‘excellent’ crime and disorder reduction partnership.
1. **About Safer Lambeth: our vision & mission**

1.1 The Safer Lambeth Partnership (‘the Partnership’) is the statutory ‘crime and disorder reduction partnership’ (CDRP) for the London Borough of Lambeth.

1.2 The Partnership brings together the six key statutory public bodies with community, voluntary and private sector partners for the purpose of reducing crime, anti-social behaviour, substance misuse and reoffending in Lambeth as part of the wider agenda of the promoting the economic, social and environmental well being of the borough and its residents.⁶

1.3 The Partnership aims to achieve this purpose by:

- (a) providing effective borough-wide leadership;
- (b) bringing together the key statutory agencies and other private, voluntary and community partners to enable effective joint working and partnership activity;
- (c) supporting responsive service delivery led by intelligence and evidence-based approaches;
- (d) promoting the safeguarding of children and vulnerable adults, in particular their protection from maltreatment, abuse, crime and anti social behaviour;
- (e) engaging the borough’s diverse communities and residents and providing accountability and transparency in order to increase public confidence and enhance perceptions;
- (f) 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;
- (g) ensuring that agencies represented in the Partnership share information and intelligence effectively in order to support victims and tackle offending;
- (h) promoting the interests of public protection and safety with effective communications and public relations.

1.4 The Partnership’s vision for reducing crime, anti-social behaviour, substance misuse and reoffending is:

- “We want Lambeth to be a place where crime continues to fall every year, where anti-social behaviour is not an issue for the community and where people feel safe to live, work or socialise in any part of the borough at any time of the day or night.”

1.5 The Partnership’s priorities for reducing crime, anti-social behaviour, substance misuse and reoffending will be expressed in an annually revised Partnership Plan to be published in May each year.

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⁶ Promoting well-being is the primary purpose of the borough’s Strategic Partnership, Lambeth First and is the overarching aim of the Sustainable Community Strategy adopted by Lambeth First.
2. **Membership, roles and responsibilities**

**Core membership: the ‘responsible authorities’**

2.1 The core members of the Partnership are the six ‘**responsible authorities**’ that have a statutory duty in the Crime and Disorder Act 1998 to maintain a CDRP for the borough and to collaborate in identifying the priorities for reducing crime, anti-social behaviour, substance misuse and reoffending.

2.2 The six ‘responsible authorities’ are:
- the Council;
- the chief officer of police for the area;
- the police authority for the area;
- the fire authority for the area;
- the Primary Care Trust for the area;
- the Probation Board for the area (from April 2010).

2.3 The ‘responsible authorities’ have the following statutory partnership responsibilities:

(a) to maintain and attend a ‘strategic group’ to lead the Partnership;
(b) to collaborate and commit to working together in order to formulate and implement appropriate plans and strategies for reducing crime, anti-social behaviour, substance misuse and reoffending in the borough;
(c) to exchange data, information and intelligence as necessary, in particular:
  - to agree an information sharing protocol to govern the sharing of information between the partners;
  - to nominate a designated liaison officer to facilitate the sharing of information;
  - to share certain sets of depersonalised data on a quarterly basis.
(d) to coordinate, pool, align and share resources and make financial contributions as necessary to support the work of the Partnership.
(e) to cooperate and work with the borough’s Strategic Partnership, Lambeth First, and the other ‘theme partnerships’ of Lambeth First including the pooling and sharing of resources as necessary to support its work;
(f) to cooperate with and support the Council’s designated Scrutiny Committee responsible for considering crime and disorder matters.

**Other membership: ‘cooperating’ and ‘participating’ bodies**

2.4 The ‘responsible authorities’ must also make arrangements for the active involvement and participation of ‘**cooperating bodies**’ in the work of the Partnership, particularly in the formulation and implementation of plans and strategies for reducing crime, anti-social behaviour, substance misuse and reoffending in the borough.

2.5 In Lambeth, the ‘cooperating bodies’ are public bodies or agencies that provide a significant contribution to local crime reduction and include:
(a) NHS trusts that manage health services in the area;
(b) the Courts Service (and Borough Criminal Justice Group);
(c) the Crown Prosecution Service;
(d) the Prison Service;
(e) Transport for London;
(f) British Transport Police;
(g) registered social landlords and Lambeth Living;
(h) school governing bodies;
(i) Lambeth College;
(j) Lambeth Youth Offending Service.

2.6 In addition, there are ‘participating bodies and persons’ from the community, voluntary and private sectors that are key stakeholders in crime reduction or that represent key communities of interest with a stake in crime reduction. The ‘responsible authorities’ shall ensure that participating bodies are actively consulted and engaged in the work of the Partnership.

2.7 In particular, the following ‘participating bodies’ must be involved in the work of the Partnership and particularly in the formulation and implementation of plans and strategies for reducing crime, anti-social behaviour, substance misuse and reoffending in the borough:

(a) Lambeth’s Community Police Consultative Group;
(b) Lambeth Victim Support;
(c) the local business crime reduction partnership or other appropriate representative of business or employers in the borough;
(d) Lambeth Voluntary Action Council;
(e) the Safer Neighbourhood Panels established in each of Lambeth’s 21 wards.

2.8 The ‘responsible authorities’ shall maintain a list of all bodies and persons designated as ‘participating bodies’ in the borough for the purposes of Safer Lambeth and will formally consult these bodies regarding the annual revision of the Partnership Plan and the priorities for reducing crime, anti-social behaviour, substance misuse and reoffending, as proposed in para.2.5, above.

Councillor representation

2.9 Lambeth has 63 Councillors elected from 21 wards on a four yearly cycle. The Councillors appoint an executive committee, or Cabinet, and a Leader to exercise the executive functions of the Council, including all the functions relating to community safety and crime reduction. Therefore, in addition to the Chief Executive representing the Council as a ‘responsible authority’, the relevant Cabinet Member, shall also represent the Council on the Partnership.
2.10 The spokespersons for crime, community or public safety appointed by the opposition group(s) represented on the Council shall have the right to attend and speak at meetings of the Partnership’s Executive (see para 5.12, below).

Responsibilities: attendance

2.11 Bodies or persons who are members of any of the Partnership’s decision making bodies (see Section 4, below), have a responsibility to attend meetings and to participate in decision making and the implementation of decisions.

2.12 Bodies should be represented at meetings at the appropriate senior official level commensurate with the level of decision making that is required from that meeting:

- strategic meetings – chief or deputy chief officer, executive managerial and board of directors level;
- operational delivery and tactical meetings – director, head of service, senior and middle managerial.

2.13 Members of the Partnership’s decision making bodies shall nominate a suitable substitute to attend in their place if they are unable to attend a meeting of a decision making body.

2.14 Repeated non-attendance, or failure to attend three consecutive meetings, without reasonable explanation or apology will be brought to the attention of the Safer Lambeth Executive and the agency or body being represented by that member.

Responsibilities: conduct and declarations of interest

2.15 Safer Lambeth is committed to the Ten General Principles of Public Life and the Code of Conduct adopted by the borough’s Strategic Partnership, Lambeth First. These are appended as Appendix 3 and 4 to this Constitution.

2.16 All members of the Partnership’s decision making bodies are bound by the terms of the General Principles and Code of Conduct and shall, within 28 days of becoming a member, sign an undertaking to this effect.

2.17 Allegations that any member of the Partnership’s decision making bodies has breached the Code of Conduct will be considered by the Safer Lambeth Executive or by a Panel appointed for that purpose by the Executive.

2.18 In considering any allegations of breach of the Code of Conduct, the Executive will have the power to:

(a) determine that no further action is necessary;
(b) censure the member;
(c) suspend or terminate membership (if the member is not representing one of the ‘responsible authorities’);
(d) refer the matter for further action by the parent body (if the member is representing one of the ‘responsible authorities’).
2.19 The Partnership will maintain a Register of Interests to be completed and kept up to date by all members and substitute members of the Partnership’s decision making bodies. The Register will be a public document.

2.20 If a member has a personal interest in any agenda item, then a declaration must be made at the start of the meeting and the member may only contribute to the meeting at the request of the chair.
3. Governance structures and decision making

3.1 The governance of the Partnership will be divided between three levels of decision making:

(a) **The Safer Lambeth Executive** is responsible for the strategic leadership and direction of the Partnership.

(b) **The Safer Lambeth Partnership Delivery Group** (PDG) is responsible for managing/coordinating delivery and implementation of the priorities adopted by the Executive.

(c) **The Partnership Action Groups** (PAGs) are responsible for ‘day to day’ operational management and delivery against performance targets adopted by the Executive and PDG.

The governance structure for the Partnership is illustrated in APPENDIX 1 of this Constitution.

The Safer Lambeth Executive

3.2 The Executive is Safer Lambeth’s statutory⁷ ‘strategy group’ and is responsible for:

(a) providing executive and strategic leadership for the Partnership;

(b) receiving and approving an annual ‘Strategic Assessment’ of levels, trends and patterns of crime, anti-social behaviour, substance misuse and re-offending in Lambeth;

(c) based on the Strategic Assessment, agreeing annual priorities and targets for reducing crime, anti-social behaviour, substance misuse and reoffending and approving the publication of an annual Partnership Plan embodying these priorities;

(d) providing accountability to Government, the responsible authorities, communities and residents for the reduction of crime, anti-social behaviour, substance misuse and reoffending in the borough;

(e) providing accountability to Lambeth First for the achievement of any relevant targets in Lambeth’s Local Area Agreement;

(f) providing financial accountability and acting as budget holder for any monies, revenue or grants received in support of the working of the Partnership;

(g) conducting an annual review of the Partnership’s capacity and capability to meet its statutory requirements;

(h) putting in place arrangements for the sharing of information between the ‘responsible authorities’ (see 3.3(c), above).

3.3 The members of the Executive consist of:

(a) the ‘link-member’ appointed by the Metropolitan Police Authority to cover Lambeth;

(b) the Chief Officers of the other five ‘responsible authorities’ (or their nominees);

(c) the Council’s Cabinet Member holding the portfolio that encompasses community safety, crime reduction, substance misuse and re-offending;

(d) representatives of such ‘cooperating’ or ‘participating bodies’ or other such persons as the ‘responsible authorities’ may invite to take membership.

3.4 Under 4.3(c), above, co-option to the Executive is made on an annual basis.

3.5 The Council’s Directors of Children’s Services and Director of Adult Services, as the local officials with statutory responsibility for safeguarding children and young people and for the youth offending service and for safeguarding adults, will have rights of attendance and audience at all meetings of the Executive.

3.6 The Chair of the Partnership Delivery Group (4.17, below) shall attend meetings of the Executive and serve as the principal advisor to the Partnership.

3.7 The Executive shall also be advised by the following officers who shall attend its meetings:
   (a) the Council’s Chief Officer/Executive Director(s) responsible for the public realm/physical environment and for housing;
   (b) the Council’s director(s) responsible for community safety;
   (c) the Metropolitan Police Superintendent responsible for partnerships;
   (d) officials from the Government Office for London;
   (e) any other officer or official of any of the ‘responsible’, ‘cooperating’ or ‘participating’ bodies as the Executive shall determine.

3.8 The Executive shall not have more than 15 persons in membership at any one time.

3.9 The Executive shall meet not less than 4 times a year (ie. quarterly).

3.10 In accordance with the commitment to transparency (see para.5.35, below), no fewer than 2 of the Executive’s meetings each year shall be held, in whole or part, in public.

The Chair of Safer Lambeth

3.11 The Chair of the Safer Lambeth Partnership will chair the Executive.

3.12 The Chair of the Safer Lambeth Partnership will be appointed annually by the members of the Executive and must be a representative of one of the six ‘responsible authorities’. The Executive, at its discretion, may appoint Co-Chairs.

The Safer Lambeth Partnership Delivery Group

3.13 The Partnership Delivery Group (PDG) acts as the ‘management board’ for the Partnership, managing and coordinating delivery of strategic priorities, objectives and targets.

3.14 PDG is responsible for:
   (a) preparing an annual, statutory, Strategic Assessment of levels and trends for crime, anti-social behaviour, substance misuse and reoffending in the borough;
(b) advising the Executive, following the Strategic Assessment, regarding revision of priorities and targets for reducing crime, anti-social behaviour, substance misuse and reoffending;
(c) preparing an annual Partnership Plan accordingly for discussion and agreement by the Executive;
(d) agreeing Delivery Plans for each of the Partnership Action Groups to implement the priorities, objectives and targets of the Partnership Plan;
(e) monitoring delivery and managing performance of the PAGs;
(f) agreeing an annual Partnership Development Plan to embed continuous improvement towards excellence in the work of the Partnership.
(g) providing accountability to the Executive for all delivery, management and performance issues in relation to the work of the Partnership.

3.15 The members of PDG consist of:
(a) the Council’s Chief Officer/Executive Director responsible for the community safety function;
(b) the Chairs of the Partnership Action Groups.

3.16 The Council’s Assistant Director, Community Safety (or equivalent) and the MPS’ Superintendent responsible for partnerships shall act as principal advisors to the PDG and shall attend its meetings.

3.17 PDG shall be chaired by the Council’s Chief Officer/Executive Director responsible for the community safety function.

3.18 PDG shall meet not less than 8 times a year and its meetings should directly support the meetings of the Executive, particularly the implementation of the Executive’s decisions.

The Partnership Action Groups

3.19 Partnership Action Groups (PAGs) shall be established annually by the Executive to oversee delivery of specific priorities, objectives and targets in the Partnership Plan.

3.20 The PAGs are multi-agency, cross-sectoral bodies that bring together service providers and practitioners to achieve effective delivery in specified priority areas.

3.21 The PAGs are responsible for:
(a) developing annual Delivery Plans to implement specified priorities, objectives and targets from the Partnership Plan;
(b) coordinating and mobilising partnership and mainstream resources and services to implement their Delivery Plans;
(c) monitoring and reporting on performance in their area against specified objectives and targets;
(d) developing policies, plans and strategies as necessary to support the implementation of their Delivery Plans.
(e) advising PDG and the Executive in relation to any issue or matter relevant to the reduction of crime, anti-social behaviour, substance misuse or reoffending as it relates to their area of competence.

3.22 Membership of the PAGs shall be by invitation on behalf of the Executive with members qualified as managers or senior practitioners working for ‘responsible’, ‘cooperating’ or ‘participating’ bodies or other such persons as may be considered appropriate.

3.23 PAG membership offers an opportunity to extend active involvement and participation in the work of Safer Lambeth and the Partnership will endeavour to involve ‘cooperating’ and ‘participating’ bodies in their work.

3.24 The PAGs shall be chaired by senior officers or managers from the six ‘responsible authorities’. PAGs, at their discretion, may appoint co-chairs. Each PAG shall be supported by a ‘lead officer’ appointed from the Council/MPS partnership support function.

3.25 The PAGs shall meet in cycles, linked to meetings of PDG and the Executive, and shall meet not less than 8 times a year.
4. **Accountability, transparency, engagement**

4.1 Effective engagement and involvement of Lambeth’s diverse communities, service users and residents is critical to the achievement of the Partnership’s aspiration to be an ‘excellent’ crime and disorder reduction partnership.

4.2 The Partnership also holds the primary accountability in the borough for the reduction of crime, disorder, substance misuse and reoffending. The six responsible authorities, though they retain their separate and distinct identities and responsibilities, recognise that only by pooling and aligning their efforts can Lambeth achieve the vision in para.2.4 of this Constitution.

**Key principles**

4.3 The Partnership will conduct its business and take decisions in an accountable and transparent manner and will actively engage with communities, residents and service users in order to inform the development of its priorities, objectives and targets.

4.4 It will do this by:

(a) working with Lambeth’s Community Police Consultative Group;
(b) working with the Safer Neighbourhood Panels established in the borough’s 21 wards;
(c) holding key meetings in public and making all agendas, papers and minutes of its meeting public, except in rare circumstances;
(d) maintaining an explicit commitment to work with identified ‘participating bodies and persons’;
(e) supporting the representational role of local ward councillors;
(f) supporting the Council’s scrutiny review function;
(g) publishing an annual Community Engagement Strategy.

**Lambeth Community Police Consultative Group**

4.5 Lambeth has a Community Police Consultative Group, supported by the Metropolitan Police Authority, which, “is a community led forum for Lambeth residents and businesses to engage with the police and other agencies working together to make Lambeth a safer and fairer place. It gives ordinary people a place to make their voices heard.”

4.6 The Partnership recognises CPCG as a key ‘participating body’ of the Partnership and an essential element of pan-borough engagement with communities and residents.

4.7 The Partnership supports the role of Lambeth CPCG and commits to:

(a) co-opting the CPCG chair as a member of the Executive;
(b) ensuring attendance at CPCG meetings of the Partnership’s Chair(s), Executive members and/or PDG and PAG Chairs as appropriate;
(c) working with CPCG to develop the public meeting format to enhance local communities’ ability to communicate queries and views about the range of policing and community safety issues in the borough.

**Safer Neighbourhood Panels**

4.8 Safer Neighbourhood Panels of residents and businesses have been created in each of Lambeth’s 21 wards to identify priorities and provide local input and feedback for the dedicated Safer Neighbourhood Teams of MPS police officers and police community support officers. Each Panel appoints its own chair.

4.9 The Partnership recognises the Safer Neighbourhood Panels as key ‘participating bodies’ of the Partnership and as the key local fora in the borough for the discussion and consideration of matters relating to neighbourhood policing and community safety.

4.10 The Partnership commits to supporting and working with the Safer Neighbourhood Panels and will co-opt one of their Chairs (with the consent of the others) as a member of the Executive.

**Supporting Councillor’s participation**

4.11 Lambeth has 63 directly elected councillors representing 21 wards and they embody the Council’s community leadership and representation role.

4.12 In addition to the relevant Cabinet Member, who will be a member of the Executive, other councillors are able to engage in the work of Safer Lambeth in the following ways:

(a) by the Opposition spokesperson(s) for crime, community and/or public safety issues being able to attend and speak at the Executive;

(b) through involvement with the ward-based Safer Neighbourhood Panels;

(c) by addressing Council questions, motions and petitions to specific areas of the Partnership’s work.

(d) by invoking, as a last resort, the Councillor Call for Action to refer persistent local problem of crime, anti-social behaviour, substance misuse or re-offending to the Council’s scrutiny committee responsible for crime and disorder matters.

4.13 The Partnership shall provide appropriate and reasonable support, briefing and face to face meetings as requested by councillors in support of their community representational role.

**Supporting the local Scrutiny function**

4.14 The Council has a statutory duty to maintain a committee of councillors to scrutinise ‘crime and disorder matters’ that include the relevant functions of the responsible authorities and cooperating bodies that are in membership of Safer Lambeth.

4.15 The Council’s scrutiny committee responsible for crime and disorder matters will review, scrutinise, report and make recommendations as regards the discharge of any
of the responsible authorities’ or cooperating bodies’ functions that relate to the reduction of crime, anti-social behaviour, substance misuse or re-offending.

4.16 The responsible authorities and cooperating bodies represented on the Safer Lambeth Partnership have a statutory duty to cooperate with all reviews, hearings and enquiries conducted by this Committee and will provide information and the attendance of officers or members at meetings as necessary to support the Committee’s work.

4.17 If the Committee issues a report or recommendations that relate to the functions of the Safer Lambeth Partnership or to a responsible authority or a cooperating body then that authority or body will respond in writing within 28 days of the report or recommendations.

Engaging with private, community and voluntary sectors

4.18 Safe Lambeth cannot function as an ‘excellent’ CDRP without establishing strong partnership relations with local businesses, community and voluntary groups and the ‘3rd Sector’.

4.19 The Partnership recognises Lambeth’s businesses as key ‘participating bodies’ of the Partnership and will seek to co-opt one representative of the business community as a member of the Executive on an annual basis.

4.20 The Partnership will maintain a current and up to date list of all community and voluntary ‘participating bodies’ in the borough and will seek to co-opt a representative of one of these bodies to membership of the Executive on an annual basis.

4.21 The designated ‘participating bodies’ of Safer Lambeth in the private, voluntary and community sectors are recognised as the primary consultees for the annual Partnership Plan and the Partnership must have regard to their views before publishing any revised or new version of the Plan.

Working with Lambeth First

4.22 Lambeth First is the borough’s Strategic Partnership, a voluntary partnership comprising the principal agencies, bodies and organisations in Lambeth across the public, private, community, voluntary and third sectors in Lambeth.

4.23 The primary purpose of Lambeth First is to promote the economic, social and environmental development and well-being of the borough and its residents.

4.24 It supports this purpose by developing and publishing the borough’s Sustainable Community Strategy, which is delivered by a Local Area Agreement, negotiated with Government, which includes the key local targets for the improvement of economic, social and environmental well-being.

4.25 The Safer Lambeth Partnership is recognised as one of four ‘Theme Partnerships’ within Lambeth First (the others being Health and Wellbeing, Children and Young People and Economic Development).
4.26 The Partnership commits to work as a theme partnership of Lambeth First and to:

(a) deliver a relevant theme strategy under the Sustainable Community Strategy (ie. the Partnership Plan);
(b) manage delivery and risk on relevant National Indicators\(^8\) (NIs) outside the Local Area Agreement (LAA);
(c) engage in theme-led innovation, policy and strategy;
(d) ensure strong local perspective on national indicators;
(e) provide the LSP Board and Executive Delivery Group with sufficient information to make decisions;
(f) support the Executive Delivery Group in achieving the LAA;
(g) influence the LSP Board in decision making on the Sustainable Community Strategy, the LAA and other partnership matters.

4.27 The Chair(s) of the Safer Lambeth Partnership will be members of the Lambeth First Board.

4.28 The Chair of the Partnership Delivery Group will be a member of Lambeth First's Executive Delivery Group.

4.29 Members of the Partnership attending any of the decision making bodies of Lambeth First will be responsible for:

(a) communicating the views, positions and decisions of Safer Lambeth to Lambeth First;
(b) communicating any relevant decisions of Lambeth First to the Executive or PDG of Safer Lambeth.

4.30 The relationship of Safer Lambeth to Lambeth First and its constituent bodies is illustrated in APPENDIX 2

Transparency: commitment to working in public

4.31 The Partnership is an open, public partnership body and will conduct its decision making in a transparent manner.

4.32 All agendas, papers, and minutes of the Safer Lambeth Executive shall be made public and placed on the Partnership's website unless they are specifically identified as 'exempt items' by the Chair(s) of the Partnership.

4.33 Exempt items shall only include items classified as 'exempt' for the purposes of the Freedom of Information Act, in particular:

(a) information that includes personal information about a named or identified person;
(b) information whose release would or would be likely to cause significant harm to the purposes of law enforcement;

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\(^8\) Indicators within the National Indicator Set (NIS) agreed between central and local government.
(c) information which is or has been held for the purposes of a criminal investigation or which is or has been held for criminal proceedings conducted by a public authority; or which was obtained or recorded for various investigative functions from confidential sources and relates to those confidential sources;

(d) information whose disclosure would prejudice the effective conduct of public affairs.

4.34 The Partnership recognises that the exemptions to access in the Freedom of Information Act may allow the Partnership not to release a document but do not prevent it from releasing that document.

4.35 As proposed in para. 4.10, above, no fewer than 2 of the Executive’s meetings each year shall be held, in whole or part, in public.

4.36 The Executive shall also make provision for other ‘community events’ to be held in the course of the year at which residents and the public can have access to and can engage with the Partnership, its members and/or any of its decision making bodies.

Community Engagement Strategy

4.37 The Executive shall publish an annual strategic review of how the Partnership has engaged in the previous 12 months with communities and residents in the borough and proposals for further engagement in the year ahead.

4.38 The strategic review will include:

(a) the list of persons and bodies designated as ‘participating bodies’ of Safer Lambeth under para.5.20, above;

(b) all public meetings and community events undertaken by the Partnership in the previous 12 months;

(c) any other relevant engagement activities;

(d) relevant analytical data relating to public perceptions, attitudes and confidence, particularly relating to National Indicators;

(e) recommendations and proposals for community engagement by the Partnership for the next 12 months
5. **Ways of working: key principles**

   **The principle of consensus working**

5.1 The ultimate goal of decision making in the Partnership is the successful implementation of the Partnership Plan in order to promote the safety and well-being of Lambeth’s residents, businesses and communities.

5.2 To achieve this, successful partnership working is essential and this can only be secured if decisions are taken by consensus at all levels of the Partnership.

5.3 Chairs of the Executive, PDG and the PAGs will always seek to achieve consensus between the partners following open discussion before adopting a decision.

5.4 Only if it is genuinely impossible to achieve consensus in a meeting will the Chair proceed to a vote, whereby decisions shall be resolved by a simple majority of those present and voting.

   **Quorum**

5.5 In support of the consensus principle, Partnership meetings must be sufficiently attended in order to take legitimate decisions.

5.6 The quora for Partnership meetings are as follows:

   - the **Executive**: one third of the total membership with at least three of the ‘responsible authorities’ and at least one ‘cooperating’ or ‘participating’ body or person;
   - the **Partnership Delivery Group**: half of the membership;
   - the **Partnership Action Groups**: half of the membership.

5.7 The overarching principle of decision making in the Partnership is that of *management by exception*. This means effective delegation so that decisions are made at the lowest appropriate level and are only escalated to higher levels within the Partnership in cases where activity and/or expenditure is off-target or at risk.

   **Managing Critical Incidents**

5.8 A critical incident is one that may raise serious community concerns or seriously effect community confidence.

5.9 Safer Lambeth defines a critical incident as:

   “Any incident where the effectiveness of the Safer Lambeth Partnership’s response is likely to have a significant impact on the confidence of the victim, their family and/or the wider community.”
5.10 The responsible authorities represented on the Safer Lambeth Partnership shall agree a Procedure for managing critical incidents in the borough. The Procedure will include:

- arrangements for identifying a critical incident and ensuring relevant members of the Partnership are informed;
- arrangements for exchanging information and intelligence about the incident between the partners;
- arrangements for organising a response to the incident;
- arrangements for follow-up and monitoring of community confidence in the aftermath of an incident.
APPENDIX 1
Safer Lambeth and Lambeth First

Executive Delivery Group

Social Inclusion/Commissioning Board

Neighbourhood Working Delivery Group

Lambeth First Board (LSP)

SAFER LAMBETH PARTNERSHIP

Health and Well Being Partnership

Children and Young People’s Strategic Partnership

Economic Development Partnership
APPENDIX 2
The Ten General Principles of Public Life

Members of Safer Lambeth, including partners in all parts of the structure, will observe the following general principles of public life:

(1) **Selflessness**
Members should serve only the public interest and should never improperly show advantage or disadvantage to any person.

(2) **Honesty and Integrity**
Members should not place themselves in situations where their honesty and integrity may be questioned, should not behave improperly, and should on all occasions avoid the appearance of such behaviour.

(3) **Objectivity**
Members should make decisions on merit, including when making appointments, awarding contracts, or recommending individuals for rewards or benefits.

(4) **Accountability**
Members should be accountable to the public for their actions and the manner in which they carry out their responsibilities, and should co-operate fully and honestly with any scrutiny appropriate to their particular office.

(5) **Openness**
Members should be as open as possible about their actions and those of Lambeth First, and should be prepared to give reasons for those actions.

(6) **Personal Judgement**
Members may take account of the views of others, including (where applicable) their political groups, but should reach their own conclusions on the issues before them and act in accordance with those conclusions.

(7) **Respect for Others**
Members should promote equality by not discriminating against any person, and by treating people with respect, regardless of their race, age, religion, gender, sexual orientation or disability. They should respect the impartiality and integrity of Lambeth First officers.

(8) **Duty to uphold the law**
Members should uphold the law and, on all occasions, act in accordance with the trust that the public is entitled to place in them.

(9) **Stewardship**
Members should do whatever they are able to do to ensure that Lambeth First use its resources prudently, and in accordance with the law.

(10) **Leadership**
Members should promote and support these principles by leadership, and by example, and should act in a way that secures or preserves public confidence.
APPENDIX 3
Lambeth First (Local Strategic Partnership) and Safer Lambeth Members’ Code of Conduct

This Code applies to all members of the Safer Lambeth Partnership.

Part 1
General Provisions

1. Introduction and interpretation

(1) This Code applies to you as a member of this Partnership.

(2) You should read this Code together with the general principles of public life as set out in Appendix 1.

(3) It is your responsibility to comply with the provisions of this Code.

(4) In this Code:

“meeting” means:

(a) the Partnership Board;

(b) the Executive Group of the Partnership; or

(c) any of the Partnership’s committees, sub-groups, theme groups or other body established by the Partnership.

“member” includes an appointed member or substitute member of the Partnership.

2. Scope

(1) Subject to sub-paragraphs (2) to (5), you must comply with this Code whenever you:

(a) conduct the business of the Partnership;

(b) conduct the business of the office to which he/she has been appointed; or

(c) act as a representative of the Partnership,

and references to a member’s official capacity shall be construed accordingly.

(2) Subject to sub-paragraphs (3) and (4), this Code does not have effect in relation to you conduct other than where it is in your official capacity.

(3) In addition to having effect in relation to conduct in your official capacity, paragraphs 3(2)(c), 5 and 6(a) also have effect, at any other time, where that conduct constitutes a criminal offence for which you have been convicted.

(4) Conduct to which this Code applies (whether that is conduct in your official capacity or conduct mentioned in sub-paragraph (3)) includes a criminal offence for which you are convicted (including an offence you committed before the date you took office, but for which you are convicted after that date).

(5) Where you act as a representative of the Partnership -
(a) on any other body, you must, when acting for that other body, comply with that other body's code of conduct; or

(b) on any other body, you must, when acting for that other body, comply with the Partnership's code of conduct, except and insofar as it conflicts with any other lawful obligations to which that other body may be subject.

3. General Obligations

(1) You must treat others with respect.

(2) You must not -

(a) do anything which may cause your authority to breach any of the equality enactments (as defined in Section 33 of the Equality Act 2006);

(b) bully any person;

(c) intimidate or attempt to intimidate any person who is or likely to be –

(i) a complainant,

(ii) a witness, or

(iii) involved in the administration of any investigation or proceedings, in relation to an allegation that a member (including yourself) has failed to comply with his or her authority’s code of conduct; or

(d) do anything which compromises or is likely to compromise the impartiality of those who work for, or on behalf of, your authority.

(3) You must not:

(a) disclose information given to you in confidence by anyone, or information acquired by you which you believe, or ought reasonably to be aware, is of a confidential nature, except where -

(i) you have the consent of a person authorised to give it;

(ii) you are required by law to do so;

(iii) the disclosure is made to a third party for the purpose of obtaining professional advice provided that the third party agrees not to disclose the information to any other person; or

(iv) the disclosure is -

(aa) reasonable and in the public interest; and

(bb) made in good faith and in compliance with the reasonable requirements of the authority; or

(b) prevent another person from gaining access to information to which that person is entitled by law.

(4) You must not conduct yourself in a manner which could reasonably be regarded as bringing your office or The Partnership into disrepute.

(5) You -

(a) must not use or attempt to use your position as a member improperly to confer on or secure for yourself or any other person, an advantage or disadvantage; and
(b) must, when using or authorising the use by others of the resources of The Partnership: -
   (i) act in accordance with the Partnership’s reasonable requirements;
   (ii) ensure that such resources are not used improperly for political purposes (including party political purposes); and
(c) must have regard to any applicable Local Authority Code of Publicity made under the Local Government Act 1986.

(6) When reaching decisions on any matter you must have regard to any relevant advice provided to you by The Partnership officers.

(7) You must give reasons for all decisions and any reasonable additional requirements imposed by The Partnership.

Part 2
Interests

4. Personal Interests

(1) You have a personal interest in any business of The Partnership where either -
   (a) it relates to or is likely to affect -
      (i) any body of which you are a member or in a position of general control or management and to which you are appointed or nominated by The Partnership;
      (ii) any body -
         (aa) exercising functions of a public nature;
         (bb) directed to charitable purposes; or
         (cc) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union), of which you are a member or in a position of general control or management;
      (iii) any employment or business carried on by you;
      (iv) any person or body who employs or has appointed you;
      (v) any contract for goods, services or works made between The Partnership and you or a firm in which you are a partner, a company of which you are a remunerated director, or a person or body of the description specified in paragraph (vi);
      (vi) the interests of any person from whom you have received a gift or hospitality with an estimated value of at least £25; or
   (b) a decision in relation to that business might reasonably be regarded as affecting your wellbeing or financial position or the wellbeing or financial position of a relevant person to a greater extent than the majority of other local people.

(2) In sub-paragraph (1)(b), a relevant person is -
(a) a member of your family or any person with whom you have a close association; or

(b) any person or body who employs or has appointed such persons, any firm in which they are a partner, or any company of which they are directors;

(c) any person or body in whom such persons have a beneficial interest in a class of securities exceeding the nominal value of £25,000; or

(d) any body of a type described in sub-paragraph 4(1)(a)(i) or (ii).

5. Disclosure of personal interests

(1) Subject to sub-paragraphs (2) to (7), where you have a personal interest in any business of The Partnership and you attend a meeting of The Partnership at which the business is considered, you must disclose to that meeting the existence and nature of that interest at the commencement of that consideration, or when the interest becomes apparent.

(2) Where you have a personal interest in any business of The Partnership which relates to or is likely to affect a person described in paragraph 8(1)(a)(i) or 8(1)(a)(ii)(aa), you need only disclose to the meeting the existence and nature of that interest when you address the meeting on that business.

(3) Where you have a personal interest in any business of The Partnership of the type mentioned in paragraph 8(1)(a)(vi) you need not disclose the nature of existence of that interest to the meeting if the interest was registered more than three years before the date of the meeting.

(4) Sub-paragraph (1) only applies where you are aware or ought reasonably to be aware of the existence of the personal interest.

(5) Where you have a personal interest but, by virtue of paragraph 14, sensitive information relating to it is not registered in The Partnership’s register of members’ interests, you must indicate to the meeting that you have a personal interest, but need not disclose the sensitive information to the meeting.

(6) Subject to paragraph 11(1)(b), where you have a personal interest in any business of The Partnership and you have made an executive decision in relation to that business, you must ensure that any written statement of that decision records the existence and nature of that interest.

6. Prejudicial interest generally

(1) Subject to sub-paragraph (2), where you have a personal interest in any business of the Partnership you also have a prejudicial interest in that business where the interest is one which a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice your judgement of the public interest.

(2) You do not have a prejudicial interest in any business of Lambeth First where that business -

(a) does not affect your financial position or the financial position of a person or body described in paragraph 8;

(b) does not relate to the determining of any approval, consent, licence, permission or registration in relation to you or any person or body described in paragraph 8; or
7. **Effect of prejudicial interests on participation**

(1) Subject to sub-paragraph (2), where you have a prejudicial interest in any business of Lambeth First -

(a) you must withdraw from the room or chamber where a meeting considering the business is being held:

(i) in a case where sub-paragraph (2) applies, immediately after making representations, answering questions or giving evidence;

(ii) in any other case, whenever it becomes apparent that the business is being considered at that meeting;

(b) you must not exercise executive functions in relation to that business; and

(c) you must not seek improperly to influence a decision about that business.

(2) Where you have a prejudicial interest in any business of Lambeth First, you may attend a meeting but only for the purpose of making representations, answering questions or giving evidence relating to the business, provided that the public are also allowed to attend the meeting for the same purpose, whether under a statutory right or otherwise.

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8. **Registration of members’ interests**

(1) Subject to paragraph 13, you must, within 28 days of -

(a) this Code being adopted by or applied to Lambeth First; or

(b) your election or appointment to office (where that is later),

register in Lambeth First’s register of members’ interests details of your personal interests where they fall within a category mentioned in paragraph 8(1)(a) by providing written notification to the Lambeth First Co-ordinator.

(2) Subject to paragraph 13, you must, within 28 days of becoming aware of any new personal interest or change to any personal interest registered under paragraph (1), register details of that new personal interest or change by providing written notification to the Lambeth First Co-ordinator.

9. **Sensitive information**

(1) Where you consider that the information relating to any of your personal interests is sensitive information, and the Lambeth First Co-ordinator agrees, you need not include that information when registering that interest, or, as the case may be, a change to that interest under paragraph 13.

(2) You must, within 28 days of becoming aware of any change of circumstances which means that information excluded under paragraph (1) is no longer sensitive information, notify the Lambeth First Co-ordinator, asking that the information be included in your authority’s register of members’ interests.
(3) In this Code, “sensitive information” means information whose availability for inspection by the public creates, or is likely to create, a serious risk that you or a person who lives with you may be subjected to violence or intimidation.