

# Safer Stronger Communities Select Committee Agenda

Thursday, 25 January 2018  
**7.00 pm**, Committee Room  
Committee Room 4, Civic Suite  
Lewisham Town Hall  
London SE6 4RU

For more information contact: Katie Wood - 0208 3149446

This meeting is an open meeting and all items on the agenda may be audio recorded and/or filmed.

## Part 1

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# Safer Stronger Communities Select Committee Members

Members of the committee, listed below, are summoned to attend the meeting to be held on Thursday, 25 January 2018.

Janet Senior, Acting Chief Executive  
Tuesday, 16 January 2018

Councillor Pauline Morrison (Chair)	
Councillor James-J Walsh (Vice-Chair)	
Councillor Brenda Dacres	
Councillor Colin Elliott	
Councillor Sue Hordijkenko	
Councillor Joyce Jacca	Evelyn
Councillor Jim Mallory	
Councillor David Michael	
Councillor Pat Raven	
Councillor Paul Upex	
Councillor Alan Hall (ex-Officio)	
Councillor Gareth Siddorn (ex-Officio)	

**FIELD\_TITLE**

## **MINUTES OF THE SAFER STRONGER COMMUNITIES SELECT COMMITTEE**

**Wednesday, 13 December 2017 at 7.00 pm**

**PRESENT:** Councillors Pauline Morrison (Chair), James-J Walsh (Vice-Chair), Brenda Dacres, Colin Elliott, Sue Hordijkeno, Jim Mallory, Pat Raven and Paul Upex

**APOLOGIES:** Councillors David Michael

**ALSO PRESENT:** Councillor Janet Daby (Cabinet Member Community Safety), Paul Aladenika (Service Group Manager, Policy Development and Analytical Insight), James Lee (Service Manager, Inclusion and Prevention and Head of Cultural and Community Development), Barrie Neal (Head of Corporate Policy and Governance), Geeta Subramaniam-Mooney (Head of Crime Reduction and Supporting People) and Katie Wood (Scrutiny Manager)

### **1. Minutes of the meeting held on 2 November 2017**

#### **RESOLVED:**

That the minutes of the meeting held on the 2<sup>nd</sup> November 2017 be agreed as an accurate record of proceedings.

### **2. Declarations of interest**

Councillor James-J Walsh declared a personal interest in item 7 as he was a founding member of the London Borough of Lewisham LGBT staff forum.

Councillor Brenda Dacres declared a personal interest in item 6 as she had been working with the Ministry of Justice.

### **3. Response to Referrals due at this Committee**

There were no response to referrals considered at this meeting.

### **4. Capacity in the Voluntary Sector - 6 month update on the response to the Committee's recommendations**

4.1 James Lee, Head of Service, Culture and Community Development, presented the 6-month update to the Committee. During the discussion that followed, the following key points were raised:

- Voluntary Action Lewisham's new role included sign-posting support to voluntary sector organisations.
- Corporate Social Responsibility could be looked at in more detail for example through companies that have interests in the borough such as City Bank who own land.
- Using the Social Value Act as part of the procurement process was positive.

## **RESOLVED:**

That the report be noted.

## **5. Demographic Change - Response to recommendations**

5.1 Paul Aladenika, Service Group Manager, Policy Development and Analytical Insight, presented the report to the Committee. He highlighted an amendment to paragraph 6.2 which should read that the London Living Wage was £10.22. During the discussion that followed, the following key points were raised:

- Members of the Committee welcomed the report and thanked officers for their work.
- An update from Human Resources would be provided on the apprenticeship scheme.
- An update from the Council's Housing Team would be provided on when the first homes under the Council's Besson Street Development were scheduled to become available.
- The Council mostly used ONS data for analysing demographics. There were sometimes differences between data projections from different sources such as the GLA versus ONS.

## **5.2 RESOLVED:**

That the report be noted.

## **6. YOS Inspection Report**

6.1 Geeta Subramaniam-Mooney, Head of Crime Reduction and Supporting People, presented the report to the Committee. During the presentation, the following key points were highlighted.

- More work was being done to ensure that there was a greater link to outcomes when looking at the interventions by the Youth Offending Service.
- There was a strong focus on partnerships working and governance. There was an independent Chair of the Partnership Board and lead roles had been allocated.
- Work had been done on speech, communication and language to provide the skills to staff to help them access the services needed.
- Risk and vulnerability management had been reviewed with clearer thresholds and actions, and escalation and learning frameworks.
- The trauma informed approach had been very positive and was being embedded across the service.
- Interventions were taking place such as through "Street Doctors" who were delivering sessions on the impact of trauma and first aid instructions for young people.
- In terms of the Key Performance Indicators for the Improvement Plan – "reducing the number of first time entrants to the Youth Justice

Service” was still red, however improvements had been made and Lewisham had had the biggest reduction across London.

- “Reducing the numbers of reoffenders” had now moved from red to amber.
- Episodes of youth custody was in the highest quartile in London. This did not reflect the number of children but the number of incidences. This had started to reduce which would hopefully be shown in the next set of statistics.
- A pilot scheme similar to the Virtual Schools had been launched for the Youth Offending Service that flagged up those not attending school. The team were working hard to improve outcomes.
- There was a new inspection regime that would come into effect from April 2018.

6.2 During the discussion that followed, the following key points were noted:

- The new processes to monitor and track missing, exploited and trafficked young people were now more joined up across service areas and embedded in the work being done.
- There were opportunities for young people in the YOS to do work linked to community groups but it was essential it was for a suitable project with the right supervision. Assessors checked each placement rigorously to ensure proper safeguarding for the young people.
- For adult offenders the Community Rehabilitation Service managed the process.
- Graffiti removal was an example of work that could not be carried out by young people in the YOS because of the toxins involved. Adults could carry out this work and the Head of Crime Reduction and Supporting People would provide details to the Committee on who to contact to discuss this in more detail.
- The reoffending statistics were prepared by the Ministry of Justice. The statistics are based on a 12 month period and evaluated which is why there is a delay in those versus the live statistics.
- Members of the Committee were informed that additional details on variance from targets could be provided in relation to the RAG (Red, Amber, Green) ratings and shared with the Committee in future reports. Looking at details of ages and ethnicities could, however, be very challenging but consideration could be given as to whether it was possible.
- It could be beneficial for the trauma-informed approach to be extended to other Council services working with children and to schools.
- Lewisham’s “stop and search” strategy was based on intelligence and had a 34% “conversion rate” meaning 1 in 3 stop and searches resulted in weapons being found. This was above the London average of 26%.
- A member of the committee raised the issue that once a child offended it could be easier to access services such as speech and language and that it would be good if all young people had access to essential services when they needed them.

- The Executive Member for Community Safety reported that there had been a backlog in SEND assessments at Kaleidoscope due to recruitment issues and IT problems, but that this was being monitored closely and showing improvement.
- In future reports on stop and search numbers would include details of ethnicity.

### 6.3 **RESOLVED:**

That the report be noted.

That the Chair of the Safer Neighbourhood Board be invited to attend the next meeting of the Safer Stronger Select Committee for the item: "Local Police Update".

## 7. **LGBT+ Provision in Lewisham - Draft Report**

7.1 Katie Wood, Scrutiny Manager, presented the draft report to the Committee.

7.2 Cllr James-J Walsh tabled suggested recommendations a copy of which will be included in the agenda documentation. During the discussion that followed the following key points were highlighted:

- Consideration of all protected characteristics was important.
- Recommendations should be inserted throughout the body of the report in a different colour to the main text.
- It would be helpful to separate the background information from the recommendation to make them clearer for the purpose of the report.
- It was important to ensure that it was made clear to people why data was being collected when individuals were asked for details on equalities monitoring forms.
- Equalities training should be mandatory for Councillors. There were cost and time constraints for officers but it was important that training should be undertaken where it was appropriate.
- It was a positive use of staff forums when they were consulted on for relevant policies such as the End of Life Care Policy being taken to the LGBT+ staff forum.
- There was a Lewisham Community Forum event being held on the 15 February 2015 on "*Working Together to Challenge Homophobia and Reduce Hate Crime in Lewisham*".
- A vote was held as to whether tabled recommendation 19 should remain as some members of the committee had concerns regarding "ghettoization" and protecting other disadvantaged groups. It was agreed by majority that the recommendation should remain but include reference to concerns regarding integration.
- Councillor Walsh thanked Cllr Jacca for her support throughout the review and attending the visit to Manchester, and Katie Wood for her support throughout the review.

### 7.3 **RESOLVED:**

That the following recommendations be agreed to be included with the draft report and submitted to the Mayor and Cabinet for consideration at a meeting in February:

**Recommendation 1:** That the London Borough of Lewisham should resource, produce and adopt a Lewisham LGBT+ Community Action Plan. The Action Plan should be annually reported back to the SSSC throughout the next administration.

**Context:** That in recognition of the broad and diverse nature of this topic, the fact that Lewisham has 2.4 times the national average of LGB residents (para 4.5) and the limited time and resource available through Scrutiny, that we should draw on similar authorities' approaches, in developing in partnership with the LGBT+ Community and other key stakeholders an action plan that should align with the Councils Comprehensive Equality Strategy.

**Recommendation 2:** That the Mayor should work to ensure that through the Council's internal and external communications, the Council includes positive and celebratory stories and imagery that reflect all protected characteristics, including LGBT+ people, with these woven through specific interest pieces, and also through more generic topics.

**Context:** Although the report highlights areas where inequalities exist, it is important to consider the LGBT+ community, and all communities, particularly those with protected characteristics, in terms of a "community asset model", empowering and facilitating them to use their inherent skills as a resource to form sustainable, community owned solutions.

**Recommendation 3:** That a consistent and 'whole-organisation' approach (including via contractors/commissioned partners) to equalities data gathering/monitoring be implemented.

**Context:** Equalities monitoring was found to be lacking on some casework systems, and in routine questions to service users. This should be corrected at the earliest opportunity. Monitoring questions should be aligned to latest ONS 'questions and guidance' on equality and diversity across all protected characteristics and be omitted only on the rarest exceptions. The Council should ensure it is clear to service users why the information is being sought, and how it will be used. Collecting this information will inform and enhance the decision-making process within the borough and the allocation of resources and service provisions.

**Recommendation 4:** Service provision across the Council should look at the "whole person" and consider multiple characteristics when ensuring the best options for individuals. This may necessitate reviews of screening questions as well as additional learning and development for staff to understand any barriers or issues that their service users/customers may face.

**Context:** Paragraph 10.13 of the report

**Recommendation 5:** That the Council’s workforce should match where possible the community it serves, consideration should be given by the Mayor on how to identify any protected characteristics where this is not the case, and the causes for it, and seek to improve the levels of representation.

**Context:** 1.8% of LBL staff identify as being LGB on staff surveys (para 9.2) and 2% of the UK population identify as LGB (ONS, Sexual Identity, UK: 2016). The Lewisham Residents’ Survey (2015) identified 4% of Lewisham’s population as being LGB. In terms of having a workforce that reflects the community it serves, Lewisham’s workforce figure is therefore below the national and local estimated LGB population.

**Recommendation 6:** That during staff induction, new staff should be informed about the different staff forums available and HR should include new starter information/staff packs with clear information and signposting about support and staff forums. Councillors also should receive copies of the staff pack for information. Equalities training should be mandatory for all Councillors, and where appropriate for staff. Human Resources should look at the best practice provided by Leicester County Council and apply it locally in consultation with the LGBT+ staff forum. This should include producing: a “Managing LGBT+ Staff Guide”; auditing Council policies to be more LGBT+ inclusive (i.e. family leave, and removing gender-based pronouns); and creating a pan-organisation network of forums to support and join up good practice and joint LGBT+ initiatives.

**Context for recommendation 6:** Paragraphs 5.27, 9.15, 9.22 and 9.26 of the report.

**Recommendation 7:** That the LGBT+ Staff forum and other staff forums (and the staff that facilitate them) be given the time and resources to bring their communities’ interests and knowledge as a resource to embed across the Council. The Council should see these forums as a rich resource for canvassing opinion on policies and proposals and should introduce processes to support and embed this across the Council.

**Context:** Paragraph 9.26. The End of Life Care Policy where views from the LGBT staff forum were sought and used to help shape policy.

**Recommendation 8:** That the Council should adopt a system where there is an elected member appointed Council Lead/Champion for each protected characteristics under the Equalities Act 2010. The appointment should be made through Full Council.

**Context:** Paragraph 9.20

**Recommendation 9:** That the Council should ensure there is a specific joint strategic needs assessment (JSNA) for the LGBT+ community. This review by the Safer Stronger Select Committee should be used as part of the evidence base. The Health and Wellbeing Board should be instructed to consider this as an urgent priority, making use of the evidence from this review.

**Context:** The Committee were concerned that there was a lack of evidence on the LGBT+ Community in the Joint Strategic Needs Assessment (JSNA) given the complex health and wellbeing needs of this community and the vital role the JSNA has in the commissioning of services.

**Recommendation 10:** The Committee also noted that not all Equalities Act protected characteristics had a specific JSNA needs assessments. The Committee felt that the Mayor should also look into this further, to ensure commissioning is based on the needs of all residents.

**Recommendation 11:** That the Council facilitates a meeting with the Lewisham clinical commissioning groups (CCG's), the LGBT+ Foundation and other key stakeholders, with the aspiration of Lewisham being the first London Borough to launch the 'Pride in Practice' or similar LGBT+ health quality assurance scheme.

**Context (10 & 11):** From feedback received during the evidence sessions and from research undertaken by the LGBT+ Foundation; NHS service users identified significant barriers to accessing LGBT+ inclusive healthcare provision in Borough. The Committee were impressed with the LGBT Foundation's, Royal College of GPs endorsed, 'Pride in Practice' quality assurance mark for primary care services.

**Recommendation 12:** That to begin to tackle the issue of LGBT+ substance misuse, the council should review and take lessons from the recommendations outlined in the [National LGB Drug and Alcohol Database "Part of the Picture" Briefing Sheet](#) for Commissioners and Policy Makers and Department of Health funded [London Friend's "Out of your mind" research](#), and advocate for other health partners to do similarly.

**Context:** It was of concern that LGB People are more likely than their heterosexual peers to partake in alcohol and substance misuse. The Committee heard how some jointly commissioned services were being delivered at considerable distance from the Borough and that future commissioned services outside of Borough should make an assessment of accessibility and cost to users, given the evidence from Metro about the LGBT community facing poorer income and employment outcomes (page 22 of the report).

**Recommendation 13:** That the Mayor should ask the Council's Public Health Team to carry out a review of LGBT facing sexual health services in the borough. This should include, where appropriate, focus groups with LGBT+ communities to ascertain why so many choose to access services out of Borough and to better understand their views of LB Lewisham commissioned health services in the borough. An action plan should be generated to help LB Lewisham and where appropriate NHS partners to improve services to better meet needs.

**Recommendation 14:** That the Mayor and Council seek to support the LGBT+ Community by setting a clear Council aspiration for attracting and supporting LGBT+ services to the Borough and, where appropriate,

protecting LGBT+ spaces through planning policies and other instruments available to it. Should appropriate LGBT+ operators come forward, the Council should give significant consideration to using community assets to enable the provision of an LGBT+ centric community space.

**Context:** The Committee had concerns about the lack of spaces for the LGBT+ community, the closure of LGBT+ spaces in the Borough over recent years, and the impact and need for the provision of such spaces, for both adults and children.

**Recommendation 15:** That the following reports be reviewed by the Public Health Team and other key departments to evaluate whether findings can be incorporated into Council policy, and that of partner organisations: the DoH/Public Health England endorsed [LGBT+ Public Health Outcomes Framework companion](#); [The LGBT Adult Social Care Outcomes Framework Companion](#) and Public Health England's research on [promoting the health and wellbeing of gay and bisexual men and other men who have sex with men \(MSM\)](#).

**Recommendation 16:** When receiving reports on the Safer Lewisham Plan, the Committee request that a specific sub-report is included on hate crime statistics affecting the LGBT+ community as well as all other communities with protected characteristics.

**Context:** The Committee understands that the LGBT+ community are disproportionately affected by crime compared to the population as a whole.

**Recommendation 17:** That the Council emulate good practice from Manchester City Council and Leicestershire County Council in respect to their excellent partnership working with other statutory service authorities, public bodies and universities.

**Context:** Paragraph 9.21. Sharing expertise and resources was seen to be cost-effective and ensured a joined up approach to service delivery and a commitment to innovation and excellence.

**Recommendation 18:** That the Council ensures its social care providers have a commitment to equalities including a specific LGBT+ Policy and that their staff have completed equalities training. The Council should look at ways it can assist signposting and embedding the [Opening Doors London checklist for Social Care providers](#) as a resource for providers who are unsure of how to improve provision.

**Context:** Paragraph 10.24. The Committee were concerned about the experience of some older members of the LGBT+ community accessing services and in care homes.

**Recommendation 19:** That the Strategic Housing Team and the Cabinet Member for Housing should progress the work with Tonic Housing to scrutinise the viability of an LGBT+ Extra Care facility, and if appropriate, support progressing the project. This should be considered in the context of ensuring groups are integrated well with the Lewisham Community.

**Context:** Safer Stronger Communities Select Committee welcomed the idea of extra care housing facilities for the LGBT+ community given the concerns raised during evidence sessions and in recommendation 18.

**Recommendation 20:** That the Council increase the awareness of the specific LGBT+ youth provision in the borough by requesting other commissioned youth work providers and schools regularly communicate details to their students/young people. The Council should encourage schools to reach out to the LGBT community to ensure their services are as robust an offer as possible. The Council should ensure it has a thorough understanding of the distances young people are travelling to access LGBT youth groups in order to identify if distance of provision is a hidden barrier to access. The Council should work with LGBT young people and commissioned providers to ensure that the provision available is meeting their needs.

**Context:** The Committee celebrated the fact that the Mayor and Lewisham Council continue to acknowledge the need for dedicated LGBT Youth Work provision and took a two-pronged approach to it through offering bespoke LGBT youth services in the borough and by ensuring an inclusive environment within other youth provisions.

**Recommendation 21:** That the Mayor should request further work be undertaken to better understand the specific experiences and needs of Lewisham's Trans+ Community.

**Context:** The committee noted the limited evidence that was available locally on Trans+ needs and issues and that further work should be undertaken to ensure the needs and services of Trans+ people were fully met.

## 8. Select Committee work programme

8.1 Katie Wood, Scrutiny Manager, presented the work programme report to the Committee and highlighted two requested additions to the work programme. During the discussion that following the following key points be noted:

- Members of the Committee requested that the final meeting of the municipal year be used in part to celebrate the contribution of community groups and others who have supported the Committee with their work over the course of the administration.
- Members of the Committee requested that the Chair of the Safer Neighbourhood Board be invited to attend the next meeting.

### 8.2 RESOLVED:

- 1) That an item be added to the work programme at the meeting of 25<sup>th</sup> January entitled "Review of the Assembly Co-Group Guidelines".

- 2) That a report on the work of the Safer Stronger Select Committee over the course of the 2014-2018 administration be added to the work programme for the meeting of 7th March 2018.
- 3) That the meeting of the Committee on the 7<sup>th</sup> March be dedicated in part to celebrating the work of community groups and individuals who have supported the Committee over the course of the last administration.

**9. Items to be referred to Mayor and Cabinet**

There were no referrals to Mayor and Cabinet other than the in-depth review as listed in item 7.

The meeting ended at 9.15 pm

Chair:

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Date:

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<b>Safer Stronger Communities Select Committee</b>		
Title	Declaration of interests	
Contributor	Chief Executive	Item 2
Class	Part 1 (open)	25 January 2018

## **Declaration of interests**

Members are asked to declare any personal interest they have in any item on the agenda.

### **1. Personal interests**

There are three types of personal interest referred to in the Council's Member Code of Conduct:

- (1) Disclosable pecuniary interests
- (2) Other registerable interests
- (3) Non-registerable interests

### **2. Disclosable pecuniary interests** are defined by regulation as:-

- (a) Employment, trade, profession or vocation of a relevant person\* for profit or gain
- (b) Sponsorship –payment or provision of any other financial benefit (other than by the Council) within the 12 months prior to giving notice for inclusion in the register in respect of expenses incurred by you in carrying out duties as a member or towards your election expenses (including payment or financial benefit from a Trade Union).
- (c) Undischarged contracts between a relevant person\* (or a firm in which they are a partner or a body corporate in which they are a director, or in the securities of which they have a beneficial interest) and the Council for goods, services or works.
- (d) Beneficial interests in land in the borough.
- (e) Licence to occupy land in the borough for one month or more.
- (f) Corporate tenancies – any tenancy, where to the member's knowledge, the Council is landlord and the tenant is a firm in which the relevant person\* is a partner, a body corporate in which they are a director, or in the securities of which they have a beneficial interest.
- (g) Beneficial interest in securities of a body where:

- (a) that body to the member's knowledge has a place of business or land in the borough;
- (b) and either
  - (i) the total nominal value of the securities exceeds £25,000 or 1/100 of the total issued share capital of that body; or
  - (ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the relevant person\* has a beneficial interest exceeds 1/100 of the total issued share capital of that class.

\*A relevant person is the member, their spouse or civil partner, or a person with whom they live as spouse or civil partner.

### 3. Other registerable interests

The Lewisham Member Code of Conduct requires members also to register the following interests:-

- (a) Membership or position of control or management in a body to which you were appointed or nominated by the Council
- (b) Any body exercising functions of a public nature or directed to charitable purposes, or whose principal purposes include the influence of public opinion or policy, including any political party
- (c) Any person from whom you have received a gift or hospitality with an estimated value of at least £25

### 4. Non registerable interests

Occasions may arise when a matter under consideration would or would be likely to affect the wellbeing of a member, their family, friend or close associate more than it would affect the wellbeing of those in the local area generally, but which is not required to be registered in the Register of Members' Interests (for example a matter concerning the closure of a school at which a Member's child attends).

### 5. Declaration and Impact of interest on members' participation

- (a) Where a member has any registerable interest in a matter and they are present at a meeting at which that matter is to be discussed, they must declare the nature of the interest at the earliest opportunity and in any event before the matter is considered. The declaration will be recorded in the minutes of the meeting. If the matter is a disclosable pecuniary interest the member must take no part in consideration of the matter and withdraw from the room before it is considered. They must not seek improperly to influence the decision in any way. **Failure to declare such an interest which has not already been entered in the Register of Members' Interests, or participation where such an interest exists, is liable to prosecution and on conviction carries a fine of up to £5000**
- (b) Where a member has a registerable interest which falls short of a disclosable pecuniary interest they must still declare the nature of the

interest to the meeting at the earliest opportunity and in any event before the matter is considered, but they may stay in the room, participate in consideration of the matter and vote on it unless paragraph (c) below applies.

- (c) Where a member has a registerable interest which falls short of a disclosable pecuniary interest, the member must consider whether a reasonable member of the public in possession of the facts would think that their interest is so significant that it would be likely to impair the member's judgement of the public interest. If so, the member must withdraw and take no part in consideration of the matter nor seek to influence the outcome improperly.
- (d) If a non-registerable interest arises which affects the wellbeing of a member, their, family, friend or close associate more than it would affect those in the local area generally, then the provisions relating to the declarations of interest and withdrawal apply as if it were a registerable interest.
- (e) Decisions relating to declarations of interests are for the member's personal judgement, though in cases of doubt they may wish to seek the advice of the Monitoring Officer.

## **6. Sensitive information**

There are special provisions relating to sensitive interests. These are interests the disclosure of which would be likely to expose the member to risk of violence or intimidation where the Monitoring Officer has agreed that such interest need not be registered. Members with such an interest are referred to the Code and advised to seek advice from the Monitoring Officer in advance.

## **7. Exempt categories**

There are exemptions to these provisions allowing members to participate in decisions notwithstanding interests that would otherwise prevent them doing so. These include:-

- (a) Housing – holding a tenancy or lease with the Council unless the matter relates to your particular tenancy or lease; (subject to arrears exception)
- (b) School meals, school transport and travelling expenses; if you are a parent or guardian of a child in full time education, or a school governor unless the matter relates particularly to the school your child attends or of which you are a governor;
- (c) Statutory sick pay; if you are in receipt
- (d) Allowances, payment or indemnity for members
- (e) Ceremonial honours for members
- (f) Setting Council Tax or precept (subject to arrears exception)

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<b>Safer Stronger Communities Select Committee</b>		
<b>Title</b>	Police service update	
<b>Key Decision</b>	No	Item No. 4
	All	
<b>Contributors</b>	<b>Rob Jones</b> – Chief Superintendent (Borough Commander) Lewisham Police <b>Geeta Subramaniam-Mooney</b> - Head of Public Protection and Safety	
<b>Class</b>	Part 1	Date: 25 January 2018

## 1.0 Introduction

- 1.1 The Future plans for local policing are embedded within the MOPAC Police and Crime plan and the Met Commissioners overall strategy for delivering an efficient, effective services within the context of significant savings that need to be met across the Met police area. This report covers the proposed new One Met model, safer neighbourhood ward panel review and stop and search information.
- 1.2 The information contained in this report is open to the public.

## 2.0 Recommendation

- 2.1 Members are asked to note the contents of the report and receive further updates as appropriate.

## 3.0 One Met model - The Vision

- 3.1 **The MPS ambition is to be the safest global city in the world**  
Every Community Safer, through: accountable and visible policing at the most local level, a step-change in the effectiveness of our services and a focus on protecting the vulnerable
- 3.2 A Safer London, through: tackling new and growing threats, freeing up 1,000 officers from existing services and better management of demand
- 3.3 A Transformed, Modern and Efficient Met, that looks and feels more like London, with officers with the skills, tools and approach necessary to police London effectively,
- 3.4 **The strategic priorities emerging from the Police and Crime plan**  
**Delivering “real” Neighbourhood Policing**

- Protecting Children and Young People
- Violence against women and girls
- A criminal justice system for all Londoners
- Hate crime, Terrorism and Extremism

### 3.5 **The Strengthening Local Policing Programme responds to these strategic drivers**

- 3.6 Police will deliver local policing in a way that is more personal and responsive. It will also tackle crime and disorder effectively and efficiently across London as a whole.
- 3.7 Police will deliver this change in a way that engages, involves and motivates our officers and staff and that prepares the way for future change across London.
- 3.8 Police will manage change in a way that empowers and devolves responsibility to our leaders - so that they own and drive the change and that will deliver benefits to London
- 3.9 there have been 2 pathfinder sites for London which has tested the model including structure, responsibilities, ability to respond and safeguarding. London will move from 32 boroughs to 18 BCU areas. Lewisham will form a unit with Greenwich and Bexley. At this stage decisions are being taken as to the senior leadership team and further discussions will take place to embed the model.

## 4.0 **Safer neighbourhood ward panels:**

### 4.1 What are Ward Panels?

4.1.1 Safer Neighbourhood Ward Panels are locally based, and Metropolitan Police managed, **community/police engagement and consultation groups**. They are important contributors to the Metropolitan Police Service engagement commitment; contained within the [Local Policing Model](#).

4.1.2 In restructuring community and police consultation and accountability, MOPAC transferred the control of borough based community consultation and engagement to Met's *Safer Neighbourhood Ward Panels (Ward Panels)*.

- 4.1.3 Additionally, MOPAC have required that [Safer Neighbourhood Boards](#) oversee the development of the *Ward Panels* to: " Ensure all wards have a ward panel..... Where ward panels are not in place or not functioning the board will have the opportunity to ask the MPS what plans are in place to address this..."
- 4.1.4 The aim of *Ward Panels* is to advise Metropolitan Police [Safer Neighbourhood Teams \(SN Teams\)](#) about local community crime and disorder concerns which should enable SN Teams to decide promises and priorities which are intended to match community concerns.
- 4.1.5 "The Ward Panel will decide the promises for the area by examining the results of community consultation and research by police and partners. This will include taking account of results from public events and meetings where the community have voiced concerns. In addition to promise setting the panel should also be fully involved in deciding what type of action should be taken on their concerns and have an input to the problem solving approach".
- 4.1.6 The work and governance of Ward Panels are fully described in the Metropolitan Police Services' [Review of Safer Neighbourhood Ward Panels](#) - published in May 2014. Some extracts from the document are written below.
- 4.1.7 Ward panels are instrumental part of local police engagement in London "As Met Police Safer Neighbourhood (SN) teams engage with communities, through various methods such as meetings or contact points, the teams will gain an insight into the local community's crime and disorder concerns. In order to ensure that the work of each SN team is focused on resolving these problems, each SN team will require a process to involve local people to decide promises for them to work on."

## 4.2 **Establishing a Ward Panel**

- 4.2.1 The responsibility for this process will be based on a seven-stage model that is summarised at Appendix A (see reference item 1 at the bottom of this page). The 5th stage in this process, public choices, is where decisions are made. At this stage each SN Team must establish a panel in every ward. This panel should be made up of local people whose role is to assess the local concerns, identified through community engagement and analysis, and establish priorities for policing in the SN area. The panel gives direction and local advice to the SNs team, although some priorities will require partners to take the lead.

## 4.3 **Ward Panel function**

4.3.1 The Ward Panel will decide the promises for the area by examining the results of community consultation and research by police and partners. This will include taking account of results from public events and meetings where the community have voiced concerns. In addition to promise setting the panel should also be fully involved in deciding what type of action should be taken on their concerns and have an input to the problem solving approach.

#### 4.4 **Making the Ward Panel aware of police commitments**

4.4.1 Ward Panels should be made aware of the full remit of the SN teams and that they have additional police responsibilities such as Offender Management and victim visits. This arrangement will be available for all wards to assist in targeted problem solving activities but may reduce ward police resources on occasions. However, each SN ward team will continue to have a prominent presence on their ward and will engage with their communities in the normal way.

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4.5 **1 [The MPS Review of Safer Neighbourhood Ward Panels](#)** - Published in May 2014

##### 4.5.1 **Lewisham Review:**

Through a number of changes and feedback the panels were reviewed to establish:

- Access - venue
- Range of the panels / locations / times/ members
- Reporting consistency
- Online engagement
- Dates of the Local assemblies and possible improved links
- Chairing training
- Can there be some guidance on representation

4.5.2 The following table outlines the analysis of the Ward panels:

4.6 **Lewisham: Ward Panel Review – December 2017**

	Lewisham Central	Rushey Green	Catford South	Whitefoot	Downham	Blackheath & Lee Green	Grove Park	New Cross	Bellingham	Sydenham	Evelyn	Brockley	Telegraph Hill	Ladywell	Crofton Park	Perry Vale	Forest Hill
<b>Is there a functioning ward panel?</b>	Yes	No	Yes	Yes	Not very well	Not well	Yes	Yes	Yes	Yes	Yes	Yes – but potential change to format	No	Yes	Yes	Yes	Yes
<b>How many people attend?</b>	12 people approx	N/A	15-20 members but 8 regulars	18-20 members but 8-10 attend	15 members but only 5-8 attend	4 attended last meeting.	6-8 people	6	39 members but 10-12 attend	15 members but 7-10 attend	6	3-4 residents	6	5-10	9-10	20	8-10
<b>Does it represent the community?</b>	Not particularly. Many older retired residents	N/A	Most community but not young people	Not particularly. Many older retired residents	Membership not diverse	No not diverse	Not diverse	Yes members work and live in Deptford and New Cross	Yes	yes	No	No	No – only Barnes Wallis	No – mainly residents aged 50+	Mainly elderly residents	2 x members with disabilities, 1 from MPS LGBT forum, 1 x BME, 1xReligious leader 2x shop keepers	Yes
<b>Who chairs the ward panel?</b>	?	Laurel Saunders but panel not meeting	Kate Richardson	Rosalind Harding	Richard Holland	N/A	N/A	Mrs Diana Brynes	Adam Turner	Angela Hall	John Carling	Sian Williams	Ken Wakeman	Hazel Brown	N/A	N/A	Adam Turner
<b>How often does it meet?</b>	Every 3 months	N/A	Every 3 months	Every 3 months	Every 3 months	Every 4 months	Every 4 months	Every 3 months	Every 3 months	Every 3 months	Every 3 months	Every 3 months	Every 3 months	Every 3 months	Every 3 months	Every 3 months	Every 3 months
<b>Does it have ward priorities?</b>	Yes	N/A	Yes	Yes	Yes	Yes (set by SNT)	Yes set by SNT	Yes	yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
<b>How often are they reviewed?</b>	At every meeting	Was at every meeting	Each panel meeting	Every meeting	Every meeting	Every meeting	Every meeting	Every meeting	Every meeting	Every meeting	Every meeting	Every meeting	Every meeting	Every meeting	Every meeting	Every meeting	Every meeting
<b>Where is it held?</b>	Lewisham Police Station	Was at Civic suite	Catford police station	Catford Police Station	Catford Police Station	Lewisham Police Station	Ringway community centre	Olivets Baptist Church	Catford police station	The Grove Centre, Jews walk, Sydenham SE26	Kingfisher community centre	LeSoCo, Lewisham Way	Barnes Wallis Community centre	Tabernacle on Algernon Road	Various	Various	Various
<b>Do Cllrs attend?</b>	Yes, local Cllr attends	They used to yes	Not the past 4 meetings	Yes	Yes	No	Yes	No	Yes	Yes	Yes	Yes	Occasionally	Sometimes	Most of the time	Generally	Generally

## 4.7 Summary

- 4.7.1 There are clearly differences and distinctions in each ward panel. The level of variability is positive and clearly the commitment of volunteers to shape these panels is invaluable.
- 4.7.2 The following ideas to help to further support the panels in Lewisham and where possible to provide some consistency.
- 4.7.3 These are only guidance options for consideration.
- The data provided at each panel will be the same and will follow the format agreed by the Local police – this will be at ward level and will be from the MOPAC dashboard.
  - The Panels may consider a range of venues to meet in including community centres/ other locations within a ward to assist attendance.
  - If it suits, where it is possible and in agreement with the ward panel chair the panel may look to meet on the same date as the Local assembly meeting.
  - A ward councillor will be a member of the ward panel to allow for links to the local assembly.
  - Police will attend the local assemblies for a dedicated slot to provide an update in line with the consistent data as outlined above. This will be data at ward level from the MOAPC dashboard.

## 5.0 Stop and Search

### 5.1 <https://www.met.police.uk/stopandsearch/>

- 5.1.1 Stop and search is never used lightly and police officers will only exercise their legal right to stop members of the public and search them when they genuinely suspect that doing so will further their investigations into criminal activity – whether that means looking for weapons, drugs or stolen property.
- 5.1.2 Section 60 of the Criminal Justice and Public Order Act 1994 is different to normal stop and search as it gives police the right to search people without reasonable grounds. This can only happen in a defined area at a specific time when a senior officer believes there is a possibility of serious violence or weapons are involved.
- 5.1.3 Stop and search remains a hugely important police power for protecting Londoners, tackling crime and keeping our streets safe. It is an invaluable tool - especially in relation to knife crime; resulting in

over 3,500 arrests for weapon possession and for taking several thousand weapons off the streets of London each year.

- 5.1.4 Stop and search must be used in a fair and effective way that supports public confidence and is independently scrutinised. Over the past few years we have changed the way we use stop and search, it is now used far less and is much more effective, complaints have reduced by 60 per cent. There are no individual numeric stop and search targets set for officers.
- 5.1.5 Police do not underestimate the impact stop and search has on communities and individuals. We know that to maintain public confidence in its use, the power must be used in a fair and effective manner.
- 5.1.6 The primary purpose of stop and search is to enable officers to either allay or confirm their suspicions about an individual without having to arrest them. Effectiveness must therefore reflect where suspicion has been allayed and an unnecessary arrest, which is more intrusive, has been avoided; or where suspicion has been confirmed and the object is found or a relevant crime is detected. Presently 32 per cent, almost one in three of all searches, result in the officer's suspicion being confirmed and an illegal object found or a relevant crime detected. Our arrest rate is now 20%, up from 8 per cent in 2011.
- 5.1.7 Police recognise the increase in knife crime and continue to make a concerted effort with operations such as Teal and Sceptre to tackle this. The aims of these operations are to remove knives from circulation and target habitual knife carriers. This includes the use of intelligence led stop and search, where it is an appropriate tactic, in areas with high levels of knife crime and gang violence.
- 5.1.8 Controlled drugs are a concern of many local communities and are often linked to anti-social behaviour. The overall outcome rate from drug searches is currently 34% and one third of all our weapons arrests from stop and search come from drug searches.
- 5.1.9 There is disparity in the use of stop and search in relation to gender, age and race. The reasons for disparity are complex and include the use of the power to tackle gangs and specific crimes. All measures of proportionality are subjective depending on which population base is employed. No population base will ever accurately capture a street population or offender profile in a given area, at a given time. In 2016, 42 per cent of people who were stopped and searched were white, 40 per cent were black and 14 per cent Asian.

- 5.1.10 In a survey of 9,492 school children in London aged 11 to 18 years conducted by the Mayor’s Office for Policing and Crime in 2015, 58 per cent of them believed stop and search made them feel safer.
- 5.1.11 Body Worn Video has been rolled out across the Met and will help to reassure Londoners that their interactions with the police are recorded. The technology offers greater transparency for those in front of the camera as well as behind it. The cameras will allow the Met to demonstrate the professionalism of officers, gather evidence and demonstrate their professionalism in the face of many challenges involved in policing the Capital.
- 5.1.12 The Met believes a stop and search is most likely to be fair and effective when:
- the search is justified, lawful and stands up to public scrutiny
  - the officer has genuine and objectively reasonable suspicion they will find a prohibited article or item for use in crime
  - the person understands why they have been searched and feels that they have been treated with respect
  - the search was necessary and was the most proportionate method the police officer could use to establish whether the person has such an item
- 5.1.13 The Commissioner supports the use of stop and search in a fair and effective way that enhances public confidence and is independently scrutinised.
- 5.1.14 Police will continue to work with our communities and stakeholders to improve the quality of interactions and ensure that stop and search continues to protect Londoners.

## 5.2 Lewisham Data

5.2.1 (Appendix A shows the London comparisons)

1. Table 1 - Highest borough in each section
2. Table 2 - Lowest borough in each section
3. Table 3 - Averages across all section
4. Table 4 – Lewisham’s data, its position (Rank) compared to each borough across all areas, and how as a borough we comparison to the Highest, Lowest and average figures.

	%		5	Key	Outco	
Search	weapons	%	ASB	Crimes	me	Arres
Volume	Searches	Searches	Searches	Searches	Rate	t Rate

	Lambeth	Kensington & Chelsea	Hillingdon	Richmond	Barking & Dagenham	Bromley
<b>Table 1</b> Highest Borough	3704	37.9%	70.6%	34.1%	40.7%	24.2%

	Richmond	Richmond	Kensington & Chelsea	Tower Hamlets	Harrow	Westminster
<b>Table 2</b> Lowest Borough	437	9.2%	46.6%	11.7%	27.4%	14.1%

<b>Table 3</b> Average across all Boroughs	1377	18.0%	61.2%	19.8%	32.8%	19.4%
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	Search Volume	% weapons Searches	% ASB Searches	5 Key Crimes Searches	Outcome Rate	Arrest Rate
<b>Table 4</b> Lewisham	1432	24.1%	59.6%	16.0%	33.4%	23.5%
Position in London	12	4	20	19	15	3
In Relation to highest borough	2272 Less (61% lower)	-13.8%	-11.0%	-18.1%	-7.3%	-0.7%
In Relation to Lowest borough	995 More (69% Higher)	14.9%	13.0%	4.3%	6.0%	9.4%
In Relation to the Average	55 More (4% Higher)	6.1%	-1.6%	-3.8%	0.6%	4.1%

### 5.3 Demographics: December 2016 - November 2017

#### 5.3.1 By ethnic appearance:-

White	1,683 (11.4 per '000)
Black	2,747 (31.6 per '000)
Asian	186 (8.3 per '000)
Other	99 (5.3 per '000)

#### 5.3.2 By age:-

10-14	15-19	20-24	25-29	30-34	35-39	40-44	45+
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400	1,480	1,061	605	372	267	183	347
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### 5.3.3 By gender:-

Male	4,390
Female	325

5.4 Complaints:- during the past 12 months there have been 27 complaints received arising from a stop and search. This is in an increase of 10 (59%) from the previous period.

## 6.0 Next Steps

- Understand the lessons learnt from the pathfinder sites and ensure the roll out in Lewisham is carefully considered, supported and delivered.
- Provide feedback regarding the safer neighbourhood ward panels which will feed into a wide range of input for possible adjustments being made in some areas.
- To note the stop and search information

## **7.0 Legal Implications**

- 7.1 Section 19 of the Police and Justice Act 2006 places an obligation upon Local Authorities to have a committee which scrutinises crime and disorder within its area.
- 7.2 Within the context of the powers of this committee, the section provides that it should have the power to “ (a) review or scrutinise decisions made, or other action taken, in connection with the discharge by the responsible authorities for example, police and other relevant partner agencies of their crime and disorder functions; (b) to make reports or recommendations to the local authority with respect to the discharge of those functions.”
- 7.3 Further, where this committee makes a report or recommendations it shall provide a copy— (a) to each of the responsible authorities, and (b) to each of the persons with whom, and bodies with which, the responsible authorities have a duty to co-operate under section 5(2) of the Crime and Disorder Act 1998 (“the co-operating persons and bodies”).
- 7.4 The Local Government Act 1999 places a duty on the local authorities to secure continuous improvement in the way its functions are exercised having regard to the combination of economy, efficiency and effectiveness.
- 7.5 These statutory duties amongst others are relevant to the production of the council's Safer Lewisham Strategy.

## **8.0 Financial Implications**

- 8.1 There are no financial implications arising from this report for the Council, however there will be implications on Policing financial implications as outlined in the report.

## **9.0 Environmental Implications**

- 9.1 Specific environmental implications of crime and disorder are reviewed annually through the strategic assessment process and appropriate action taken as required.

## **10. Equalities Implications**

- 10.1 Equalities implications are considered throughout the delivery of this change.

## **11. Crime and Disorder Implications**

- 11.1 Section 17 of the Crime and Disorder Act 1988, as amended places a duty upon Local Authorities to consider crime and disorder implications and in particular, “to exercise its various functions with due regard to the likely effect of the

exercise of those functions on, and the need to do all that it reasonably can to prevent, crime and disorder in its area.” This statutory obligation is the same for the Authorities “responsible partners” too. The level of crime and its impact is influenced by the decisions and activities taken through the day-to-day functions of local bodies and organisations.

11.2 Responsible authorities are required to provide a range of services in their community from policing, fire protection, planning, consumer and environmental protection, transport and highways. They each have a key statutory role in providing these services and, in carrying out their core activities, can significantly contribute to reducing crime and improving the quality of life in their area.

### 11.3 Appendix A:

BCU or Borough	Date Period	Stop Reasons	Ethnic Appearance	Gender	Age Group	
Borough	Jul 2017 to Nov 2017	All	All	All	All	
<b>MPS Comparison from start July 2017 to end October 2017</b>						
If no data is showing, change the range of the 'Date Period' filter						
Borough of Stop	Search Volume	% Weapons Searches	% ABB Searches	% Key Crimes Searches	Outcome Rate	Arrest Rate
Barking & Dagenham	616	15.6%	69.5%	14.4%	40.7%	16.6%
Barnet	559	15.6%	61.0%	22.9%	33.6%	16.3%
Bexley	467	11.1%	63.6%	25.1%	36.6%	21.4%
Brent	1,666	17.9%	68.0%	13.0%	29.8%	16.7%
Bromley	799	22.9%	48.6%	27.9%	35.5%	24.2%
Camden	1,597	14.0%	69.3%	15.9%	31.7%	17.0%
Croydon	1,351	22.7%	64.5%	12.1%	35.9%	21.4%
Ealing	1,349	16.8%	67.4%	15.6%	31.1%	17.9%
Enfield	1,019	17.8%	68.0%	13.6%	34.0%	18.4%
Greenwich	994	20.9%	60.2%	17.9%	31.0%	21.0%
Hackney	1,551	23.9%	59.8%	16.0%	34.4%	22.3%
Hammersmith & Fulham	1,237	13.5%	56.4%	28.9%	31.7%	20.1%
Haringey	1,733	19.7%	58.5%	21.1%	35.8%	21.1%
Harrow	788	22.2%	61.5%	15.7%	27.4%	17.9%
Havering	542	19.4%	59.6%	19.9%	30.3%	18.8%
Hillingdon	1,005	9.3%	70.6%	19.7%	30.2%	17.1%
Hounslow	1,174	10.2%	67.9%	20.9%	36.4%	23.0%
Islington	1,561	17.6%	58.4%	23.5%	33.2%	17.1%
Kensington & Chelsea	2,771	37.9%	46.6%	14.8%	29.6%	14.8%
Kingston upon Thames	572	11.7%	60.3%	26.9%	37.9%	23.3%
Lambeth	3,704	27.2%	58.5%	13.3%	28.6%	18.7%
Lewisham	1,432	24.1%	59.6%	16.0%	33.4%	23.5%
Merton	635	10.2%	56.5%	30.1%	34.3%	19.2%
Newham	2,619	21.1%	65.5%	12.4%	34.8%	21.5%
Redbridge	855	10.9%	67.1%	21.4%	33.0%	17.9%
Richmond upon Thames	437	9.2%	56.3%	34.1%	35.2%	22.2%
Southwark	3,097	24.8%	56.1%	18.3%	29.4%	18.3%
Sutton	464	13.4%	61.9%	24.4%	35.8%	23.5%
Tower Hamlets	1,862	18.4%	68.6%	11.7%	29.4%	16.7%
Waltham Forest	1,351	15.7%	68.5%	15.0%	27.6%	15.1%
Wandsworth	711	22.9%	47.3%	28.1%	33.3%	23.8%
Westminster	3,549	18.4%	54.0%	24.6%	27.6%	14.1%
Aviation Policing	145	9.7%	44.8%	40.0%	43.4%	26.9%
<b>Grand Total</b>	<b>44,222</b>	<b>20.2%</b>	<b>60.5%</b>	<b>18.3%</b>	<b>31.8%</b>	<b>18.7%</b>
<b>OCU of Stop Officer</b>						
8C&O18 - Firearms	1,154	57.8%	31.1%	8.7%	36.1%	30.5%
8C&O20 - Taskforce	4,106	29.0%	58.9%	10.2%	34.9%	22.3%
Royal Parks	120	2.5%	80.0%	13.3%	59.2%	9.2%
8O18 - Aviation Security	178	23.0%	38.8%	33.7%	41.0%	27.0%
8O8 - DPG	29	10.3%	62.1%	27.6%	27.6%	17.2%
TP \ Other	37,065	18.5%	61.4%	19.3%	30.9%	18.1%
RTPC	1,570	10.5%	65.4%	22.5%	38.3%	16.4%
<b>Grand Total</b>	<b>44,222</b>	<b>20.2%</b>	<b>60.5%</b>	<b>18.3%</b>	<b>31.8%</b>	<b>18.7%</b>

For further information on this report, please contact Geeta Subramaniam-Mooney, Head of Public Protection and Safety, Directorate for Community Services on 020 8314 9569.

Safer Stronger Communities Select Committee		
Report Title	National Probation Service (NPS) and Community Rehabilitation Company (CRC) update	
Key Decision	No	Item No. 5
Ward	All	
Contributors	<b>Becky Canning</b> - Head of Lewisham and Southwark Probation <b>Lucian Spencer</b> - Area Manager, London South East Area - <b>London Community Rehabilitation Company</b>	
Class	Part 1	Date: 25 January 2018

## 1.0 Introduction

1.1 The Safer Stronger Select Committee last received a report from the National Probation Service and the CRC at its meeting in March 2017. At that time there was an update on the London wide inspection of National Probation Service and Community Rehabilitation Company. There were significant concerns raised the committee about the improvements needed to be made.

1.2 The purpose of this report is to provide an update to the Lewisham Safer Stronger Committee.

## 2.0 Recommendations:

- To note the report
- Request an further update in a years' time

## 3.0 Background:

3.1 Until June 2014 Probation services in London were delivered by the London Probation Trust. Following the government's programme of Transforming Rehabilitation, the service was divided with the management of low and medium risk offenders being delivered by a Community Rehabilitation Company and the remaining work being undertaken by the National Probation Service.

## 4.0 The National Probation Service update:

4.1 The National Probation Service is responsible for the following areas of service delivery:

- Advice to the judiciary including Courts and the Parole Board
- Management of MAPPA cases
- Management of all those assessed as posing a High risk of Harm or Serious recidivism.
- Approved Premises
- Foreign National Offenders
- Victim Liaison.

4.2 In September 2016 HMIP conducted an inspection of work in the National Probation Service (NPS) and the Community Rehabilitation Company (CRC). The inspection covered five boroughs in North London.

The inspectors made three recommendations:

1. Improve the quality of Court work
2. Improve Public Protection
3. Improve the relationship between NPS and CRC (this was a joint recommendation)

**Improving Court work:** Over the last year there has been significant progress including:

- All Local Delivery Units producing improvement plans
- A review of admin processes
- Better use of management information
- A Quality Assurance tool for pre-sentence reports
- Introduction of the SMART sentencing tool

As a result we have seen an increase in the number of reports prepared on the day of request in magistrates' and crown courts. In addition there has been an improvement on allocation timeliness. Staff are routinely using the Practice Improvement Tool to improve the quality of the advice given to sentencers. Now that we have processes embedded we will be focusing of the quality of reports and fully implementing the SMART sentencing tool.

**Improved Public Protection:** Activity has included.

- Mandatory Safeguarding (adults and children) and Domestic Abuse training for all staff
- Introduction of a Practice Improvement Tool for risk management planning
- Local briefings on specific areas of Probation work including TACT and Sex Offending

- o Themed case audits where learning is shared across the Local Delivery Unit.

Public Protection is an absolute priority for the National Probation Service and staff in Lewisham are committed this aspect of the work. Over the past year there have been two cases where a full review was conducted because a service user committed a Serious Further Offence. In both cases the reviewers found that the cases have been very well managed and highlighted numerous areas of good practice. This learning is also being shared across the Local Delivery Unit.

4.3 **Relations with the CRC:** On a local level relations with the CRC have always been positive as staff share the building and can resolve issues informally. The introduction of area managers by the CRC has improved relationships greatly.

4.4 **HIMP 2017**  
In September of this year HMIP undertook an inspection of the NPS across the whole of London. The report will be published in early January and its findings will be provided to the committee as a verbal presentation.



## 5.0 Update from the CRC

### 5.1 London CRC Operating Model

- London has been separated onto five areas with a single point of contact for each being appointed in the form of an Area Manager (AM).
- The imposition of AM's allows for strong managerial oversight for each individual area whilst ensuring there are clear lines of accountability and improved service delivery
- Furthermore, AM's working in geographical areas means that there is the ability to strengthen local links for both specific boroughs and the wider area.

### 5.2 South East Operational Community Teams

- Five boroughs make up the South East region of London CRC's operating model: Croydon, Bromley, Bexley, Lewisham and Greenwich
- There are eight Senior Probation Officers (SPO's) who report to the Area Manager. Each operational SPO has a span of control of 10-12 practitioners.

- Average caseloads across London South-East are within the 55 service user average (pro-rata). The reliance on agency temporary staff has remained low.
- Across these five boroughs, London CRC manage 3,791 Service Users who are assessed as being of a low to medium risk of harm others following conviction of offences ranging from violence, drugs, and acquisitive offending who are now subject to Community Orders, Suspended Sentence Orders, Licence and Post Sentence Supervision conditions.

Lewisham Specific: There are two SPO's who manage a team of 18 Probation and Probation Service Officers. These in turn manage a combined Service User population of 931.

### 5.3 **Area Manager Support Roles**

- The final quarter of 2017 saw the implementation of three new managerial roles within each operational area of London CRC.
- Interventions, Contracts & Partnerships and Quality and Performance Manager roles have been implemented to support the AM in issues relating to service delivery, performance against contract measures and increased visibility within our community partnerships.

For the South East, Andrea Farley-Moore is the Interventions Manager, AJ Brooks is the C&P Manager with the Q&P Manager yet to be named.

### 5.4 **Community Payback**

- A new administrative Community Payback operating model was launched on the 6th of November 2017 with six teams across London managing all stand-alone CP requirement cases.
- Each team consists of an operational manager and a number of PO/PSO's and case administrators.
- The South East CP team is located in Bromley and currently consists of eight PO/PSO's who have oversight to 1069 cases with 325 cases being based in Lewisham.
- A review of field operations, typically the unpaid work placements, will commence in early 2018.

### 5.5 **Custody Cohort**

- This operating model has now been rolled out in three of the five London boroughs: South East, South West and North East. The two remaining areas are to be rolled out over the coming months.

- There are three PSO's allocated to each area, with responsibility for assessment and through the gate delivery
- Eligibility for the cohort requires a male Service User to be sentenced to a custodial term of 20 months or longer and have no outstanding community based Orders with a CP requirement nor meet the criteria for IOM.
- As well as liaising with the prison and preparing SU's for release, the cohort team also complete necessary HDC and ROTL applications.
- Five days prior to release, area based PO's are given an in-depth handover document outlining the preparations made for the SU's release and the case is formally transferred.

## 5.6 HMIP Inspection

- Following on from the inspection held in December 2016, a further HMIP Inspection was held across all boroughs in October and November 2017.
- The inspection was the largest conducted by HMiP, in respect to the number of cases reviewed and length of time (the inspectors were with us for a total of 5 weeks)
- The inspection involved two phases, the first of which saw 148 cases in total being inspected pan London. Inspectors attended all but two CRC offices across London. The two not visited were due to logistical consideration of the inspectorate.
- Whilst unable to comment of the outcome of the field work, we are aware that no case alerts were identified within the inspection period which is a significant improvement on the previous year
- The second phase saw focus groups attended by practitioners and managers over the various operational levels of London CRC.
- The outcome of the inspection will not be made available until March/April 2018.

## 5.7 2017 in Review

- The focus for the London CRC over the past year has been "Back to Basics" – a return to the fundamentals of our practice to ensure that we, as an organisation, are meeting our performance targets whilst reducing re-offending with a focus on compliance and engagement.
- Increased operational oversight has led to greater accountability which has seen an increase in performance against our contractual measures.

- This year has seen an improved interface relationship with the National Probation Service (NPS), within Courts and local offices, and improved visibility across local stakeholder and partnership forums

### **5.8 Focus of 2018**

- London CRC is now building on the practice developed and strengthened through our recent “Back to Basics” approach to move towards quality intervention and engagement.
- Our focus in 2018 will be looking at intervention strategies to further expand our current offer to Service Users. This focus on targeted, bespoke rehabilitation and reintegration will increase the level of engagement we receive from SU’s whilst reducing their risk of further offending.
- The commencement of an Interventions Manager and Contract and Partnership manager will also enable us to build on local approaches and improve visibility

### **5.9 Transforming Rehabilitation Review (Justice Select Committee)**

MTCNovo, the parent company of London CRC, are leading the response into this review.

### **6.0 Legal Implications**

- 6.1 Section 19 of the Police and Justice Act 2006 places an obligation upon Local Authorities to have a committee which scrutinises crime and disorder within its area.
- 6.2 Within the context of the powers of this committee, the section provides that it should have the power to “ (a) review or scrutinise decisions made, or other action taken, in connection with the discharge by the responsible authorities for example, police and other relevant partner agencies of their crime and disorder functions; (b) to make reports or recommendations to the local authority with respect to the discharge of those functions.”
- 6.3 Further, where this committee makes a report or recommendations it shall provide a copy— (a) to each of the responsible authorities, and (b) to each of the persons with whom, and bodies with which, the responsible authorities have a duty to co-operate under section 5(2) of the Crime and Disorder Act 1998 (“the co-operating persons and bodies”).

6.4 The Local Government Act 1999 places a duty on the local authorities to secure continuous improvement in the way its functions are exercised having regard to the combination of economy, efficiency and effectiveness.

6.5 These statutory duties amongst others are relevant to the production of the Council's Safer Lewisham Strategy.

## **7.0 Financial Implications**

7.1 There are no direct financial implications arising from this report for the Council

## **8.0 Environmental Implications**

8.1 Specific environmental implications of crime and disorder are reviewed annually through the strategic assessment process and appropriate action taken as required.

## **9.0 Equalities Implications**

9.1 Equalities implications are considered throughout the delivery of this model.

## **10.0 Crime and Disorder Implications**

10.1 Section 17 of the Crime and Disorder Act 1988, as amended, places a duty upon Local Authorities to consider crime and disorder implications and in particular, "to exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent, crime and disorder in its area." This statutory obligation is the same for the Authorities "responsible partners" too. The level of crime and its impact is influenced by the decisions and activities taken through the day-to-day functions of local bodies and organisations.

10.2 Responsible authorities are required to provide a range of services in their community from policing, fire protection, planning, consumer and environmental protection, transport and highways. They each have a key statutory role in providing these services and, in carrying out their core activities, can significantly contribute to reducing crime and improving the quality of life in their area.

**Background Documents**

None

For further information on this report please contact Geeta Subramaniam-Mooney,  
Head of Public Protection and Safety and Directorate for Community Services on Tel:  
020 8314 9569.

SAFER STRONGER COMMUNITIES SELECT COMMITTEE			
<b>Report Title</b>	Consultation on the Local Assemblies Handbook		
<b>Contributors</b>	Executive Director for Community Services		
<b>Class</b>	Part 1	<b>Date:</b> 25 January 2018	Item: 6

## 1. Purpose

- 1.1 This report provides the Safer Stronger Communities Select Committee with information on the current consultation taking place in order to update the Local Assemblies Handbook.

## 2. Recommendation

- 2.1 Members of the Safer Stronger Communities Select Committee are recommended to note the content of this report and provide feedback to the consultation.

## 3. Policy Context

- 3.1 Section 138 of the Local Government and Public Involvement in Health Act came into effect on 1 April 2009. It places a duty on a local authority to involve local representatives when carrying out 'any of its functions' by providing information, consulting or 'involving in another way'. The Local Assemblies programme is a key aid to the London Borough of Lewisham in fulfilling this duty.
- 3.2 Prior to the Act, in May 2007, the Mayor's Commission on Empowering Communities and Neighbourhoods recommended that the London Borough of Lewisham introduce local ward assemblies for each of the borough's 18 wards. The Commission's objective was that these localised bodies, defined by the active involvement of ward councillors, would enable the people living and working in each ward to have a stronger and more direct influence in shaping their local community, supporting an ongoing process for identifying and resolving local concerns and implementing local solutions. The Local Assemblies programme was established in March 2008.
- 3.3 The Local Assemblies programme particularly helps to deliver the Lewisham Sustainable Community Strategy priority outcome 'empowered and responsible – where people can be actively involved in their local area and contribute to supportive communities'. The programme is also helping to deliver the corporate priority 'community leadership and empowerment – developing opportunities for the active participation and engagement of people in the life of the community'. Individual projects funded by the assemblies also help to deliver other corporate priorities.

#### **4. Background to consultation**

- 4.1 Following the local elections in May 2018, a comprehensive programme of member development will be delivered for new and returning councillors.
- 4.2 Current councillors are being consulted on what the member induction programme should include and this provides an opportunity to seek views on the current guidance on the Local Assemblies Programme and source examples of best practice for inclusion in the 2018 version.
- 4.3 This consultation is necessary as 2014-15 version of the Assembly Handbook (attached as Appendix 1) contains examples of activity that require updating. In addition to this current Elected Members have already suggested some minor amendments and it is important that all Members are given the opportunity to input into the new handbook.

#### **5 Consultation**

- 5.1 The consultation is being run via the council's main on-line survey portal and has been open since 18<sup>th</sup> December 2017 and will close at 23:59 on 26<sup>th</sup> January 2018.
- 5.2 The survey is available at [https://lewisham-consult.objective.co.uk/public/c/governance\\_scrutiny/member\\_induction2018](https://lewisham-consult.objective.co.uk/public/c/governance_scrutiny/member_induction2018) with the questions set out below for the Committee to consider:
- Do you agree with the suggested changes (tracked changes in the handbook attached as Appendix 1) in the Assembly Handbook for New Councillors?
  - Do you have any other changes that you would like to see in the Handbook? If so, please provide the paragraph reference, the suggested wording and, if possible, the rationale for the change.
  - Do you have any examples of work that your Assembly has undertaken in the past few years that you would like included in the guidance as good practice?
- 5.3 Once the consultation has closed, responses will be considered and a revised version of the handbook taken to Mayor and Cabinet on Wednesday 14<sup>th</sup> February for agreement.

#### **6. Financial Implications**

There are no financial implications arising from this report.

#### **7. Legal Implications**

There are no legal implications arising from this report.

**If there are any queries about this report please contact James Lee, Head of Culture and Community Development on 020 8314 6548.**

# **Local Assemblies an introduction for new Councillors 2014-15**

**Lewisham Local Assembly  
Programme**



***"Good group discussion, particularly on volunteering"***

***"Heard about the Lewisham Time Credit scheme"***

***"I was pleased to hear many local residents wanting the wonderful TNG building to be used by all"***

***"Always helpful to learn about our area and this is exactly what the local assembly does"***

***"Good to hear about the Save Lewisham Hospital campaign"***

***"As always I get the feeling that Lee Green is a place where residents feel actively involved in the present & future life of this area. It is a life enhancing experience to attend assemblies here"***

***"Good place for specific issues and needs and especially good for people to talk together/discuss more in depth"***



## **1. How can Local Assemblies assist you in your role as a Councillor?**

Local Assemblies have been a feature of Lewisham's work with communities since 2008 and form part of the Council's Constitution. Local Assemblies are an important component of the Council's strategy to engage with local communities and to empower residents in making decisions and increasing their involvement in determining priorities for their communities.

The local assemblies programme provides a platform to fulfil a number of functions associated with the role of a local Councillor:

- An opportunity to connect with all parts of the community
- Hearing local concerns and encouraging residents to play a part in finding solutions
- Encouraging community development through support for local projects and promoting active citizenship
- Informing local residents about changes that may affect them
- Mediating when there are differences of opinion about what will benefit the local area
- Meeting services and agencies that are involved in the ward
- Learning about local problems and using this knowledge locally and strategically in local action planning
- Shaping the very local environment, identifying priorities and working with officers to address public realm problems
- Providing a source of local community intelligence

## 2. Why do local residents value their assemblies?

Two of the main reasons that Local Assemblies are valued by residents is their ability to support community led action and influence decisions;

**2.1 Community led action;** providing a vehicle for local residents to come together around an issue, discuss solutions and take action to make improvements.

Examples of this include:

1. A young resident, Ryan Wells, and his mother, Michelle, wanted to tackle the anti social behaviour they had experienced in Northbrook Park in Grove Park ward. With support from the Assembly, they set up a local group. An initial grant (£10,000) enabled them to attract further funding (£200,000) from various sources including the People's Millions Lottery. The park has been transformed.
2. In Perry Vale a small group of residents were concerned about anti-social behaviour and crime in their street and the adjoining alleyway. They approached the Assembly to raise the issue and were supported to get the rest of their street involved and purchase a security mirror. This small improvement has made a significant difference to the safety of those residents, who have specifically expressed the view that they feel safer, and has brought the residents together, many of whom now regularly attend the assembly meetings.
3. In Lee Green ward the Assembly provided the platform for community-action at a grassroots level to improve the local shopping centre. The Leegate Centre is a run down shopping centre once described by the Evening Standard as the worst in the UK, with no improvements made in many years meaning it has become an eye sore in the local area. Local people have come together through the Assembly to improve the area in the short term and influence redevelopment in the long term. A new group, Lee Green Lives, was set-up from the Assembly and has been instrumental in liaising with the developers about residents' concerns on the proposals to re-develop the area.

**2.2 Influencing decisions;** many of the issues that concern local residents can not be resolved at local level and require others to be influenced. Local Assemblies can be powerful vehicles for influencing decision makers.

Examples of this include:

1. In Evelyn and New Cross the Assemblies have been working closely with the planning department to ensure that local people are kept informed and involved about developments happening in their neighbourhood, such as the Surrey Canal and Convoys Wharf regeneration schemes. Following concerns raised by local residents about the new developments not being of benefit to

local people, the New Cross Assembly negotiated with planning to ensure funding and commitment from the developer for local labour with a target of 50% of jobs for local people, including people in the ward. A commitment was also made for sports facilities to be available for local people 20% of the time.

2. In Telegraph Hill local residents had raised concerns about the Kender Triangle Traffic Scheme being implemented by Transport for London (TfL). TfL attended the Assembly meeting in January 2012 to listen to residents' concerns about the scheme. Whilst some of the fundamental elements of the scheme could not be changed at that stage, a number of smaller improvements were made directly as a result of concerns raised at the meeting, allowing motorbikes in the bus lanes, levelling an uneven and puddle-prone stretch of road and TfL agreeing to improve their consultation processes in future.
3. In Crofton Park over the past year, the Assembly has played a leading role in the development of a Neighbourhood Forum. A number of individuals, including ward councillors, have developed a strategy to enable the formation of a Neighbourhood Forum which plans to operate within the same boundaries as the Crofton Park ward. This creates the possibility of the Assembly developing a local area plan and being a key influencer of future planning decisions.
4. Following recent changes, Assemblies are now involved in Section 106 funding decisions where a community focus is required. This further enables Assemblies to influence key decisions on investment into community resources.

### **3. How do Local Assemblies work?**

#### **3.1 Local Assembly Priorities**

Each Local Assembly has discussed the priorities for their area and has agreed an action plan which provides guidance for the work of the Assembly, reviewed on an annual basis. Areas of priority vary across Assemblies. However, most Assemblies have identified work with and facilities for young people as being key priorities. Other regularly identified priorities include work with the elderly, developing town centres and environmental issues. Assemblies have also identified crime reduction and reducing anti social behaviour as priorities. However, in these instances it is important to work with the local Safer Neighbourhood Panels as they have the ability to influence local resources. Details of each Assembly's priorities can be found on their individual pages on the Council website.

#### **3.2 Assembly Structures**

Assemblies provide an opportunity to have focused public meetings for all residents and people working or studying in a ward. At the start of the year, Assemblies decide on the number of general meetings that they will have in a year, ranging between three and four per year. Increasingly, Assemblies have looked at other ways of engaging local communities and have supplemented general meetings by having other events, including activities involving local voluntary and community groups as well as community based fairs which have proved very popular in attracting individuals who would not normally attend Assembly general meetings.

#### **3.3 Chairing a Local Assembly**

Assembly meetings are chaired by one of the ward Councillors, either with one councillor chairing all meetings over a given period or Councillors sharing the chair on a rota basis.

Councillors take a number of different approaches to the chairing of Local Assemblies in order to maximise the input of those attending. These range from the Chair leading the Assembly and actively facilitating discussion through to Assembly meetings where group based discussions take place around a table. Some Assembly meetings take the form of a marketplace where a number of groups are invited to make presentations on their work and future plans in the ward. It is important to consider varying the format of meetings in order to encourage the widest possible engagement. There is no fixed structure for meetings and you can be as creative as you like as long as the local assembly is able to deliver its key tasks for the year and allocate its assembly funding. In some cases, the Chairing councillor may invite another coordinating group member to chair sections of the meeting where that individual has particular expertise.

Key additional roles of the chair include:

- To uphold and promote the purposes of the Assembly
- To preside over its meetings so that its business can be conducted efficiently and fairly with regard to the interests of the community and respect for all of those attending the meetings
- To ensure that the meetings of the Assembly are a forum for debate on matters of public concern to the local community, and are a place at which there can be meaningful discussion about local matters. In this the Chair should conduct meetings in an orderly way, ensuring that there is opportunity for the fullest debate, allowing those with differing views to express them in a constructive manner.
- To encourage public participation in the Assembly's activities
- With the assistance of the Assembly Development officer to ensure that any conclusions reached by the Assembly are recorded accurately
- To lead the co-ordinating group in its work to support the smooth running of the Assembly, enabling those participating in the group to do so as fully and constructively as possible, applying the same principles to meetings of that group as to Assembly meetings.
- If asked by the Assembly, to attend at any Council meeting at which a referral by it is being considered, and there to report accurately the Assembly's views. If that is not appropriate for any reason, to seek to ensure that another representative, from within the Assembly, does attend. This does not prevent attendance by any other Assembly members wishing to do so.

### **3.4 Assembly Communications**

Assemblies use a variety of means to communicate with local residents. Assembly meetings are generally advertised through a newsletter which is distributed to each residence in the ward and paid for through your devolved budget. In addition to this, Assembly notices are posted on the individual Assembly page of the Council website and tweeted via the council's twitter account. A number of Assemblies complement this work with additional promotion through posters and the use of social media.

### **3.5 Local Assembly Co-ordinating Groups**

Each Local Assembly has a Co-ordinating Group which consists of the ward councillors and a number of volunteers. The Co-ordinating Group plans the work of the Assembly and also undertakes a range of activities between main Assembly meetings.

Coordinating group guidance including a code of conduct can be found at Appendix D.

### **3.6 Local Assembly Development Officer**

Each Local Assembly is assigned a Development Officer. Each Development Officer provides support for up to two Assemblies, organising Assembly activities and liaising with different departments within the Council. The Assembly Development Officer role is undertaken by a Council officer who has other responsibilities, with

one day per week allocated for each Assembly and remaining days allocated to other duties.

Key Development Officer responsibilities include:

- Planning Assembly meetings
- Facilitating Assembly fund allocation
- Liaising with local community organisations

The Development Officer will work with the Local Assembly Chair and coordinating group to plan each assembly meeting. There are some key points when the Development Officer will need sign off from Councillors in the lead up to an assembly meeting:

**6-8 weeks prior** – Councillors attend the assembly coordinating group meeting to plan and agree key items: venue choice, meeting format, agenda, communications plan.

**5-7 weeks prior** – assembly publicity material emailed to coordinating group for sign off.

**10 days prior** – final agenda emailed to councillors for sign off so that it can be posted on the local assembly page of the council website.

A contact list for the Development Officers and their managers is attached at Appendix A.

## **4. What financial resources do assemblies have?**

### **4.1 Assembly Funds**

Each Assembly has a £15,000 fund allocated to promote its priorities and, through this, Assemblies distribute funds to support locally based organisations to undertake agreed project work. Of this £15,000, £12,500 is available to the Assembly to fund individual projects and activities, and £2,500 is a discretionary element for Ward Councillors alone to spend on agreed projects which further Assembly aims. The expenditure of this discretionary element is agreed by all three Councillors (or two where consensus is not possible) by the end of December in every year, and can be spent on any small project that benefits the ward. Councillors may add the discretionary element to the main Assembly pot of £12,500 for the Assembly to allocate if they so wish.

In recent years, an increasing number of Assemblies have taken a commissioning approach to the distribution of funds. However, each Assembly decides the most appropriate way to fund projects based on an agreed approach. Further details about the Assembly Fund can be found in the Assembly Fund Guidance at Appendix B.

### **4.2 Devolved Budget for Assembly Running Costs**

Each Assembly receives funding of £3,200 per annum for running costs. This is a devolved budget whose expenditure is managed by the Assembly Co-ordinating Group and assigned Development Officer. The budget is used for costs including room hire, refreshments, publicity and engagement activities for each Assembly. The sum of £3,200 equates on average to £800 per Assembly meeting where an Assembly has 4 meetings per year; or £1066 per Assembly meeting where they have 3 meetings per year. However, the devolved budget can be used for more than just Assembly meetings, and coordinating groups are encouraged to think broadly about its use. Further information on this can be found in the Assembly Devolved Budget Guidance at Appendix C.

## 5. Key Partners

Assemblies work with a number of key partners to maximise impact. Amongst the organisations that can provide an input into Local Assemblies are:

Community Connections – this project works across the borough and aims to develop community-based initiatives for vulnerable adults to complement statutory support services;

Positive Ageing Council – operates in a similar way to Local Assemblies with a coordinating group and open meetings. It works to develop policies for older residents and organises a wide range of engagement initiatives;

Young Mayor – the elected Young Mayor and team are key partners in engaging young people.

Housing providers – Lewisham Homes, Phoenix Community Housing, London and Quadrant, Hyde Housing and Family Mosaic all have community engagement programmes that complement the work of the assemblies.

Safer Neighbourhood Panels – chaired by a local resident and supported by Safer Neighbourhood Police Officers, the panels set priorities for crime reduction in each ward and provide a link for residents to local policing structures.

Details of all of these organisations are available from your Development Officer.

## **6. Appendices**

**Appendix A – Contacts list for Development Officers and Managers**

**Appendix B - Assembly Fund Guidance 2014/15**

**Appendix C – Assembly Devolved Budget Guidance 2014/15**

**Appendix D – Coordinating Group Guidance**

## **Appendix A - Officer Contacts for Local Assemblies Programme**

To be completed in February 2018.

# **Assembly Fund Guidance 2014-15**

## **Lewisham Local Assembly Programme**



1. **The Assembly Fund: Introduction**

- 1.1 The Assembly Fund is a budget allocated to each ward to meet the local assembly priorities. The programme has been running for seven years.
- 1.2 The Mayor of Lewisham, Sir Steve Bullock, created the Mayor's Fund in 2008 to help each local assembly deliver substantial improvements to their neighbourhoods. In addition, a Locality Fund of £10,000 per ward was available for ward councillors to spend on local projects, in consultation with the assemblies. In 2010-12 the two funds were merged to provide one Assembly Fund.
- 1.3 The purpose of the Assembly Fund is to:
  - support chosen assembly priorities for each ward
  - help each assembly make decisions and bring about change
  - provide 'seed' funding to potentially attract further sources of funding
- 1.5 The Assembly Fund is not a small grants fund; it is designed to assist assemblies deliver actions identified through the action plan.
- 1.6 This guidance provides information on how much funding is available for 2014-15 and outlines the process for allocating the funds.

## **2. The Commissioned approach for allocation of Assembly Funds.**

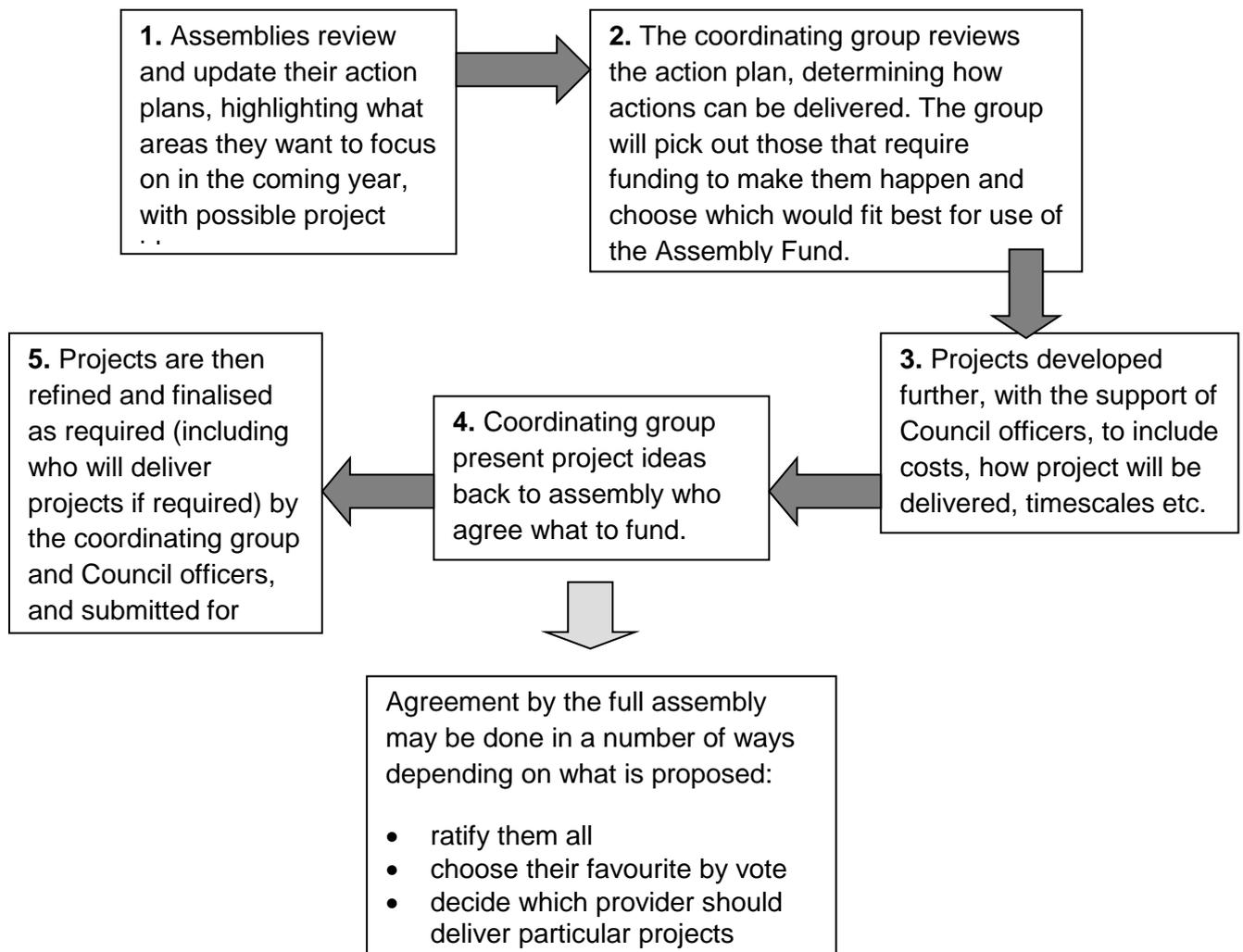
- 2.1 During 2013 –14, a more commissioned approach to spending the Assembly Fund was encouraged. This decision was made following observations and analysis on how the fund has performed in achieving its principle aims in previous years; and to take into account the changing financial climate.
- 2.2 Drivers for this process for allocating the Assembly Fund include the following:
  - **The economic climate** – the need to ensure maximum value for money where budgets are being squeezed elsewhere across the Council. Assemblies will need to think carefully about how to achieve the best value and greatest impact to the largest number of people. Consideration by assemblies should be given to how the fund can lever added value from match funding and volunteering.
  - **Meeting local priorities** – as public sector budgets are squeezed and service areas are less able to respond to requests from local areas, the Assembly Fund will become an increasingly important tool in helping assemblies to meet local priorities.
  - **Action plan led approach** – taking an action development led approach will ensure the Assembly Fund is spent on the most suitable actions to best meet priorities for the ward; is more planned and strategic in its approach; and has the potential to achieve better value for money.

- **Impact** – assemblies are encouraged to deliver a smaller number of high value projects that will have a greater impact on the ward. Assemblies are encouraged to be ambitious in their development of ideas in order to maximise the benefit of the fund.

### 3. The 2014-15 Assembly Fund process

3.1 The Assembly Fund is designed to assist assemblies to deliver actions in their action plan. The process outlined in this guidance seeks to strengthen the relationship between the Assembly Fund and the delivery of local priorities. As such, assemblies are asked to take a developmental or commissioning approach to spending their fund. This will be done through identifying need, developing ideas to address this need and commissioning partners to deliver projects to address these actions.

3.2 Assemblies will undertake a staged process to allocating their Assembly Fund as follows:



3.3 Two examples of how this process may work in practice are outlined in at the end of the document.

- 3.4 In reviewing their action plans, assemblies are encouraged to consider the following:
- use of the recently released ward level census data, to understand the communities that live in a particular ward
  - other research and statistics to build a picture of the ward; e.g. crime statistics
  - ensuring that input into the priorities is reflective of the ward; this may involve testing ideas and priority areas wider than the assembly meeting, with communities that are under-represented at formal meetings, e.g. young people.
- 3.5 The coordinating group have an advisory, developmental role in the allocation of the Assembly Fund. They do not make decisions on behalf of the assembly.
- 3.6 Due to the coordinating group's close involvement in this process, it will be necessary for coordinating group members and Councillors to declare an interest they have in any organisations that may benefit from the funding. It will also be necessary to declare if there is a personal benefit by an individual proposing a project.
- 3.7 Assemblies are encouraged to lever added value from volunteering and match funding to achieve best value and greatest impact to the largest number of people. Assemblies are encouraged to bid for funding from other sources to increase the size or impact of projects they wish to deliver.
- 3.8 Where a number of delivery partners might deliver a project idea, and depending on the value of the project, a procurement process adhering to the council's rules on procurement, may be necessary.
- 3.9 When deciding the suitability of potential delivery partners Council officers and coordinating groups will take on board whether they have received funding from other Council grant schemes or been funded previously by the assembly (or other assemblies).
- 3.10 Project delivery partners can be statutory services (such as the Council and police), voluntary and community organisations, or private bodies.
- 3.11 The assembly should also consider the following advice in allocating their funding:
- A smaller number of larger value projects will have more impact
  - More than one ward may combine funds to deliver a single project
  - For projects that are providing a service or an activity that can be paid for by the participants, the project should consider the use of earned income when setting out their budget. For example, by charging some users a fee

or discounted fee the assembly fund can go further with more people benefitting.

- Projects must give consideration to employment responsibilities, where relevant. Responsibility cannot be passed back to the council at the end of the project, and any costs such as redundancy or recruitment will need to be factored into the funding provided.
- The Assembly Fund is to be spent on projects which benefit people within the relevant ward.

#### 4. Assembly Fund value

4.1 There is £15,000 available for each ward in 2014-15.

4.2 Of this £15,000:

- £12,500 is available to the assembly; and
- £2,500 is a discretionary element for Cllrs to spend

4.3 The discretionary element is to be decided by all three Cllrs (or two where consensus is not possible) by end of December 2014, and can be spent on any small project that benefits the ward. Cllrs may add their part to the main assembly pot of £12,500 for the assembly to allocate if they wish.

#### 5. Timescales

5.1 Assemblies must agree how they wish to spend their Assembly Fund by the end of December 2014. This allows enough time for formal approval to be given, paperwork issued and returned and payment made to the projects before the end of the financial year.

5.2 A suggested timescale for the allocation of funds is outlined below:

Activity	Who	When
1. Review and update action plan; identify possible project ideas	Assembly	End May -July 2014
2. Identification of projects in action plan suitable for Assembly Fund	Coordinating Group	July-September 2014
3. Development of chosen projects	Coordinating Group Council officers	July – September 2014
4. Developed projects presented to assembly and decision made on what to fund	Assembly	September – November 2014
5. Projects refined and finalised; including decision on delivery partner	Coordinating Group	By end of December 2014

	Council officers	
5. Formal approval given; grant administrative processes; payment	Council officers	November 2014 – February 2015
Project delivered	Project delivery partner	By 30 November 2015

5.3 Projects must be fully delivered by 30 November 2015. If this is not possible then projects must contact the local assemblies team as early as possible.

## 6. The decision-making process

6.1 The assembly makes recommendations on how to spend the Assembly Fund. These recommendations are then subject to formal approval by the Council.

6.2 In most cases formal approval is decided under delegated authority by the Executive Director for Community Services. Where a project is for more than £10,000 and will be paid to a third sector organisation the decision will be taken by Mayor & Cabinet Contracts.

## 7. Funding restrictions

7.1 The Assembly Fund cannot be spent on activities that require ongoing revenue support (unless funding for this has been identified elsewhere). Projects need to be self-contained or be able to demonstrate how they will become self-financing - the Assembly Fund is one-off funding.

7.2 The Assembly Fund cannot fund worship or activities that promote the views of a religious organisation.

7.3 The Assembly Fund cannot fund activities that promote the views of a political party.

7.4 The Assembly cannot fund activities and projects that have already taken place; i.e. no retrospective funding.

7.5 Organisations who have received funding previously and not fulfilled their monitoring requirements will not be eligible for further funding from the Assembly Fund.

## 8. Monitoring

8.1 All projects that receive Assembly funding will be monitored to ensure that the funds have been used in the agreed manner and that the project has been

delivered. Failure to comply with monitoring requirements may make that organisation ineligible for future assembly funding.

- 8.2 Projects will be required, if requested by the assembly, to return to a future assembly meeting to feedback on progress.

## **9. More information**

- 9.1 Advice and support on developing the action plan, use of the Assembly Fund, agreeing spend with the assembly, developing project briefs and all other aspects of the process are available from the Local Assemblies Team.
- 9.2 Further guidance is also available for funding feasibility studies and procurement guidelines.

## **EXAMPLES**

In order to help illustrate how the process for allocating the Assembly Fund might work in practice, the following two examples have been created. They are illustrative and not to be viewed as the only way of distributing funds.

### **Example 1: Estate based intergenerational project**

At their June 2013 assembly meeting, Assembly A discussed their action plan. They had round table discussion on each of their five priorities, with participants discussing the actions already on the action plan and what still needed to be delivered and what new issues needed to be added. They then discussed how these issues could be tackled and each table were asked to create three project ideas for their priority.

Assembly A coordinating group then took all of the ideas away and discussed each in turn, deciding what needed funding and which ones could be delivered in other ways. One idea was to provide more intergenerational activities within an estate in the ward, to help bring people together following recent spates of anti-social behaviour and fear of some residents to leave their homes.

A Council officer met with the TRA to discuss further what they felt might work, and then, with the coordinating group, developed an outline project proposal and allocated £3,000 of the £12,500 fund to it. The coordinating group then identified three local organisations that could deliver the project and asked them to submit applications. The coordinating group then scrutinised these to ensure they met the outline project proposal and came in on budget.

The three organisations then presented at the October 2013 assembly meeting and attendees voted for their favourite by paper vote. The project proposal was then finalised, and submitted to the Council for formal approval.

## **Example 2: Greening ward project**

Assembly B met in July 2013 to discuss their action plan. They had recently done some work on reviewing and updating their priorities and action plans. As such they did not repeat this work; instead they focused on deciding which actions were most required and popular. The main project ideas were put on pieces of paper around the walls, and attendees were given sticker dots to vote for their favourite.

The coordinating group then used the results to determine which projects should be developed further. One project idea was to green the ward more, and this received the most votes. The coordinating group, along with council officers in the environment section, developed an approach which included re-stocking existing planters and new hanging baskets. A sum of £2500 was allocated to the project.

When the assembly met again in November 2013 this project (and others) were presented and agreed by show of hands. The assembly made some suggestions about where the new hanging baskets should be located and this was incorporated into the project proposal. The Council was chosen as the delivery partner by the coordinating group. The project was then submitted to the Council for formal approval.

# **Assembly Devolved Budget Guidance 2014-15**

**Lewisham Local Assembly  
Programme**



## **1. Introduction**

- 1.1 A key aspect of the assembly ethos has been the ability to self-determine their development, delivery processes and programmes for change. The Assembly chairs and coordinating groups have been instrumental in championing this development. Coordinating groups play an important role in developing meeting agendas; actively presenting and facilitating items at meetings; development of engagement strategies; championing greater representation at meetings; development and distribution of publicity materials; and overseeing practical arrangements for the meetings including venue selection.
- 1.3 In 2010 the decision was taken to provide assemblies with a far greater degree of control of the practical assembly delivery process by devolving budgets to individual assemblies. It was recognised that each assembly is unique and delivery should reflect this differentiation.
- 1.4 The devolved budget is a small pot of funds used to deliver the assembly meetings and their associated activities. It allows the coordinating group, on behalf of the assembly, to determine how best to deliver their assembly, choosing where and how to spend the fund. It seeks to encourage a creative and flexible approach to meeting arrangements; and encourages budgets to go further.
- 1.5 Since 2010-11 the budget was split into two pots: publicity & engagement; and meeting arrangements. From 2013-14 onwards these will be combined to form one pot.
- 1.6 The devolved budget, in previous years, has been restricted to being spent on meeting arrangements. From 2013-14 the devolved budget can be spent on wider initiatives (see section 3 for further information).

## **2. Value**

- 2.1 The value of the devolved budget for 2014-15 is £3,200 per assembly.
- 2.2 The £3,200 is to deliver both meeting arrangements and publicity and engagement activities for each assembly between April 2014 and March 2015.
- 2.3 This equates to £800 per assembly meeting where an assembly has 4 meetings per year; or £1066 per assembly meeting where they have 3 meetings per year.
- 2.4 However, the devolved budget can be used for more than just assembly meetings, and coordinating groups are encouraged to think broadly about its use. Section 3 and 4 outlines further rules on spend and the creative use of the spend.

## **3. What the devolved budget can be spent on**

- 3.1 There are two areas that the devolved budget can be spent on: meeting arrangements (incorporating the previous publicity & engagement, and

meeting production elements); and assembly small projects. The latter is new from 2013-14 and is explained in more detail in 3.3 below.

## **3.2 Meeting arrangements**

3.2.1 The following lists the main meeting arrangements that the devolved budget should be spent on:

- Venue hire
- Catering
- Chair & table hire, if required
- Support for people to attend, if required, e.g. crèche, BSL interpreters, transport
- Meeting publicity, including door to door leaflets and posters
- Coordinating group meeting costs (e.g. venue hire)

3.2.2 In deciding the spend of the devolved budget for meeting arrangements coordinating groups need to consider a number of things, such as:

- Location: venue suitability, cost / value for money, anticipated attendance, accessibility within the ward (e.g. using same venue every meeting or moving it around the ward)
- Style of meeting: formal / social meeting (e.g. a more social summer assembly might require an outdoor venue, marquee etc)
- Provision of additional equipment at meetings e.g. tables, chairs, ICT

3.2.3 This is not an exhaustive list and coordinating groups may well have different ideas for the arrangements for meetings, and are actively encouraged to design new approaches to delivery.

3.2.4 For example, assemblies have generally relied on the use of door to door delivery of a letter about 10 days before the assembly meeting. Delivery quality of this service varies from ward to ward, and coordinating groups may wish to consider other engagement methods, such as:

- commissioning other groups to deliver leaflet
- volunteer distribution of door-to-door leaflets
- use of colour leaflets
- other printed options
- investment in web engagement

## **3.3 Assembly small projects**

3.3.1 From 2013-14 the devolved budget will not be solely restricted to meeting arrangements alone. Given the reducing levels, year on year, of the Assembly Fund, the programme recognises that assemblies may wish to use any unspent devolved budget to fund small projects in the ward.

3.3.2 Spend on this will vary from ward to ward, however examples include contributing to Christmas tree costs, a small piece of equipment for a community centre, bulbs for a community garden, and additional engagement activities to increase participation in the assembly etc.

- 3.3.3 Coordinating groups must use their discretion in allocating the devolved budget to small projects; and be careful to ensure transparency in their decisions.
- 3.3.4 Spend on small projects must not be to the detriment of delivering assembly meetings; i.e. an assembly cannot choose to have no meetings and use the budget for projects only. However, coordinating groups are advised that if they are careful in their planning of assembly meetings and choices of arrangements, they may have additional money in the devolved budget that they can use for other initiatives.
- 3.4 Local Assembly officers will advise on all aspects of spend, options and ideas of the devolved budget, and will support in keeping track of spend and reporting back at coordinating group meetings.

#### **4. General notes**

- 4.1 Coordinating groups should at all times seek value for money, and where possible low-cost or free options should be chosen.
- 4.2 Any unspent budget will go back into the Council's budget. Money may not be carried over from one financial year to the next. The budget for 2014-15 must be allocated before the delivery of the final assembly meeting for the year.
- 4.3 Coordinating groups will make the decision of how to spend the fund, on behalf of the assembly. As such, they must be mindful of the needs of the whole ward and the impact of their decisions. Resources should be deployed in a manner that seeks to increase representation and participation in assemblies.
- 4.4 Coordinating groups are encouraged to regularly inform the assembly about their spending decisions and seek feedback on choices such as venues and catering. In some instances, coordinating groups may choose to take a vote at assembly meetings on how any unspent devolved budget could be spent.
- 4.5 Coordinating groups are encouraged to forward plan spend at the beginning of the financial year to ensure they can fully deliver the meetings and activities they wish within the allocated budget.
- 4.6 To ensure transparency individual coordinating group members are required to declare any interests they may have in groups or firms providing services / goods to assemblies.
- 4.7 Local Assemblies are Lewisham Council meetings. As such they must comply with all health and safety rules for the council. e.g. venues for assemblies must be DDA compliant, caterers must have adequate insurance and policies etc.

## Guide costs for assemblies

### Meeting arrangements

Catering	Basic (e.g. biscuits only) £5 - £10 Cold spread £70 - £100+
Venue hire	£0 - £300
Marquee	£100-£300 (dependent on size)
Tables and chairs hire & delivery	£150-£200 (dependent on delivery times) (for approx 50 people)
Crèche provision	£80+ (dependent on number of children)
Entertainment, face painter etc	£50-£300
Door to door delivery	£380-£470 (dependent on size of ward) Incl. 100 telephone back-check
Publicity - black & white print	Currently provided free of charge by Council (incl. door to door letter)
Publicity – colour print	Posters, flyers etc – small number currently provided free of charge by Council Door to door letter - £400 approx 4 page newsletter - £700 approx
Publicity – newsletter design	£250+

***NB.*** Please note that these costs may vary according to particular needs of assemblies, and also as current free provision by the Council may change in the future

## Appendix D Coordinating Group Guidance



### 1. Introduction

- 1.1 The assemblies are part of the Council's Constitution and the governance of them, including the coordinating group are part of that structure.
- 1.2 Each local assembly has a coordinating group supported by the Development Officer (DO)
- 1.3 No past experience is needed to sit on the group.
- 1.4 The group helps to plan and structure assembly meetings to ensure the smooth running of the meeting and to ensure there is a diverse attendance from all parts of the local community.

### 2. Arrangements

- 2.1 **Frequency** - The coordinating group meets at least once between each assembly meeting, usually in the evenings.
- 2.2 **Membership** - The coordinating group will involve at least one ward councillor, one resident and one representative from the local third sector. The coordinating group is appointed from the wider assembly, and anyone who lives, works or learns in the ward can sit on the group. Additional members may be co-opted between appointments but membership of the group should be ratified by the full assembly. Ideally the group should have between 6 and 12 members.
- 2.3 **Chair** - The Chair has the prime, but not exclusive, responsibility to ensure that the Coordinating Group conducts its business effectively. One of the three Councillors would normally chair the Coordinating Group promoting the assembly and helping to ensure the conclusions reflect local views and an inclusive approach.
- 2.4 **Development Officer (DO)** - is the lead council officer for the Coordinating Group. In liaison with the Chair s/he is responsible for organising quarterly meetings, liaising with key stakeholders and residents, providing the Coordinating Group with the information it needs to assess issues, draft proposals for projects/initiatives and to ensure an effective response to the ideas/issues that emerge. This includes the updating of the Action Plan
- 2.5 **Agenda** – DO will send the agenda out a week before the meeting following liaison with the Chair to ensure the most pertinent items are included.

- 2.6 **Action Points** – DO will ensure that action points are recorded and circulated. This role can be taken by a member of the coordinating group if agreed to free up the DO to undertake other tasks.

### **3. Roles and responsibilities of coordinating group**

#### **Meeting planning**

- 3.1 Plan the agenda for each assembly meeting.
- 3.2 Provide advice on how to make assembly agendas relevant to the different communities in your ward and make sure meetings are planned to make them accessible and enjoyable.
- 3.3 Assist, where possible, in the practical delivery of assembly meetings.

#### **Engagement and publicity**

- 3.4 Advise on engagement / involvement strategies and publicity to get as many people taking part in assemblies as possible (both at meetings and contributing via other methods such as the web and focus groups).
- 3.5 Promote the assembly through neighbours and friends, blogs, local community groups and the local media including local notice boards.
- 3.6 Help produce written materials for the assembly and advise on / help with distribution to raise awareness and maximise the impact of the assembly
- 3.7 Consider how to reach groups that do not traditionally get involved e.g. young professionals, Black and Minority Ethnic communities, young people, migrant communities and refugees - this may often involve thinking of ways to involve people other than coming to assembly meetings
- 3.8 Reach out and connect with other local networks e.g. the Safer Neighbourhood Panel, trader groups, tenants and residents associations, health providers, young people's clubs, friends of parks groups, pensioners clubs etc.
- 3.9 Help to ensure the meetings are representative of the ward both in terms of people joining in from all parts of the ward and making sure participants reflect of the ward's diversity. Use the assembly's performance data and ward profiles to assist with this.

#### **Action planning and funding**

- 3.10 Advise on providing information to assemblies that assist them making choices about their priorities, so that they are relevant to as many different communities as possible and in as many different parts of the ward.
- 3.11 Ensure actions in the assembly's action plan are delivered, within the specified time frame, and meet the assembly's priorities. Help to regularly feedback to the assembly about successful actions.
- 3.12 Consider approaches to be used by the assembly in recommending the allocation of the Assembly Fund, including voting methods.
- 3.13 Where relevant, help to sift funding applications to ensure they meet the assembly's criteria.

#### **4. Code of conduct for coordinating group members**

- 4.1 The coordinating group does not take decisions on priorities, funding or actions on behalf of the assembly. The coordinating group may make recommendations to the assembly, who will then take the decision.
- 4.2 The coordinating group should seek to not duplicate or pre-empt the work of the assembly.
- 4.3 Members of the coordinating group should declare interests in funding applications, projects or wherever relevant to the coordinating group and to the Assembly.
- 4.4 Coordinating group members must provide a supportive and respectful coordinating group environment. This includes listening to and respecting each other's ideas, suggestions and points of view.
- 4.5 Coordinating group members must be mindful of their position when expressing their personal opinions publically. Where opinions are expressed it must be made clear that this is done as an individual rather than as a representative of the coordinating group or assembly.
- 4.6 It is recognised that assemblies and coordinating groups may challenge the Council and other partners on certain issues, but it is expected that this is done in a constructive way and that all parties work together to make improvements.
- 4.7 Coordinating group members will attend regularly, not disrupt meetings, positively participate in the work of the assembly, and follow section 4 of this guidance. In the event they don't they will be asked to leave the coordinating group.



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<b>Safer Stronger Communities Select Committee</b>			
<b>Title</b>	Disproportionality in the Criminal Justice System		
<b>Key Decision</b>	No	Item No.	7
	All		
<b>Contributors</b>	<b>Geeta Subramaniam-Mooney</b> - Head of Public Protection and Safety		
<b>Class</b>	Part 1	Date: 25 January 2018	

## 1.0 Purpose of the Report

1.1 To provide the committee with an update on the work of the Partnership in relation to disproportionality in the criminal justice system.

### 1.2 Recommendations:

- It is recommended to note the report
- To consider a members workshop in a similar light to that undertaken by the partnership to support delivery

## 2.0 Background

2.1 Since 2015 the Safer Lewisham Partnership has placed focus on better understanding the disproportionality in the CJS issues with the aim of putting in place local measures to tackle the issues and improve outcomes for BAME offenders.

2.1 The work to date has included:

- Review and response to Baroness Young's Review on Improving Outcomes for young Black and/or Muslim men in the Criminal Justice System.
- Lewisham's response to the Baroness Young Review conference
- Statistical analysis of Disproportionality – December 2016
- Review of the MP David Lammy November 2017

2.1 The figures are of great concern and a focus for those working in all aspects of community work, education, youth provision, crime prevention and reduction and the rehabilitation

of offenders need to recognise the issues and commit to challenging and helping to make a change.

- 2.4 The Safer Lewisham Partnership are clear that through better understanding of the data, the analysis and what this means in Lewisham will enable direct action to be taken to tackle this longstanding issue.
- 2.5 **Definition:** In general, disproportionate representation, or **disproportionality**, refers to the over- or under-representation of a given population group, often **defined** by racial and ethnic backgrounds, but also **defined** by socioeconomic status, national origin, English proficiency, gender, and sexual orientation, in a specific sector i.e. Criminal Justice System.

### 3.0 Statistical National analysis

- 3.1 The disproportionately high numbers of black, Asian and minority ethnic (BAME) offenders and the poor outcomes they face in the Criminal Justice System (CJS) have been drawn to the attention of successive governments, voluntary and public sector agencies for decades.
- 3.2 The situation has frequently been the subject of independent scrutiny and attempted institutional reform. For example:
- There is greater disproportionality in the number of black people in prisons in the UK than in the United States.
  - 13.1% of prisoners self-identify as black, compared with approximately 2.9% of the over 18 population recorded in the 2011 Census.
  - Similarly Muslim prisoners account for 13.4% of the prison population compared with 4.2 % in the 2011 Census.
  - This figure has risen sharply since 2002 when Muslim prisoners were 7.7% of the prison population.
  - In London the over-representation of BAME young people in the Criminal Justice system is 56.9% compared to 52.6% Census 2011. There is also an increase in this disproportionality as young people enter custody with 78.1% being from BAME background.
  - In Lewisham, BAME people represent 12.5% of the overall Youth Offending Population entering custody compared to 3.75% of White. The BAME group are 2.8 times more likely to be within the YOS population than White and 3.3 times more likely to be within the custodial population.

## **4.0 The Young Review**

4.1 The Young Review began its work in November 2013 in order to consider how existing knowledge regarding the disproportionately negative outcomes experienced by black and Muslim male offenders could be applied in the significantly changed environment introduced under the Transforming Rehabilitation reforms.

4.2 Its key findings:

- The outcomes for this group of offenders cannot be understood in isolation from the wider contexts of disadvantage they experience and unequal outcomes at the earlier stages of the criminal justice system.
- Nearly all offenders we met said they experienced differential treatment due to their race, ethnicity, faith
- In the context of multiple disadvantage support for this group of young men to desist must provide opportunities for them to build positive identities
- Politicians and statutory agencies insufficiently understand the implications for resettlement of disadvantage within the BAME communities and crude stereotyping.
- The voluntary sector has a vital role to play in supporting the development of social capital that can in turn facilitate positive resettlement outcomes
- Representatives and organisations from BAME communities, working in partnership with the criminal justice system, were found to improve prisoners' perceptions of and relationships with institutions
- Organisations and individuals including offenders and ex-offenders themselves, with an understanding of the lived experience of this group, should play an integral role in the planning and delivery of services

4.3 The Review published its report in December 2014.

## **5.0 Lewisham's response to the Young review**

5.1 In spring 2015 the Safer Lewisham Partnership approached Clinks to discuss a half day workshop to explore the Young Review's recommendations and consider learning and implications for services in the borough. This workshop was held in autumn 2015 and attended by 23 professionals from services across the borough.

5.2 Although many of the Young Review's recommendations are directed at national policy makers with the Ministry of Justice and National Offender Management Service there are a number which are of key relevance to local commissioners, policy makers and practitioners. These include:

- Working with community partners and the voluntary sector
- Involving 'experts by experience'

- Ensuring consistent and rigorous data collection
  - Working towards solutions
- 5.3 From these discussions we grouped together key areas of commonality and in small groups discussions continued of what needs to happen locally to progress towards solutions in each of these areas. The following themed areas were considered:
- Prevention – Community / non-criminal justice settings
  - Commissioning and Delivery
  - Evidence Vs Validity Vs Accountability
  - Structures
  - What's the dialogue? Link to Building trust
- 5.4 In Lewisham, the Safer Lewisham Partnership have committed to agree and oversee the partner agencies response to the Young Review and where possible encourage and assist changes as outlined below:
- 5.5 **Awareness raising** (consideration of unconscious bias) training for all staff within the Criminal justice and associated service areas including schools, youth services and health services- helping to change the narrative.
- ACTION** – Lead officer from each identified agency to develop this training and agree multi agency delivery.
- 5.6 **Reviewing all agencies** within the Criminal Justice system and their approach to tackling disproportionality – (Youth Offending Service will be using the disproportionality toolkit).
- ACTION** – Members of the Safer Lewisham Partnership to undertake a self-assessment and report back to SLP.
- 5.7 Embedding and ensuring all Criminal Justice **commissioning and procurement** fully considers ethnically appropriate services.
- ACTION** – a stocktake of commissioned services from CRC/ NPS and YOS.
- 5.8 Developing a **peer network for parents and adults** through the Parents Standing Together network. Develop a wide network for peer support, mentors, and advocates helping to develop trust and engendering community support and resilience across the board.
- ACTION** – work with agencies to develop further this model
- 5.9 Develop a **local reference group** linked to the SLP which will include young people, community groups, ex-offenders, current service users. This group can act as a forum to

discuss issues related to this agenda as well as any service redesign, commissioning or future developments.

**ACTION** – SLP to agree membership and periodically review

## **6.0 Rt Hon David Lammy interim report Key Findings**

6.1 The Lammy review began in 2016 with an approach to better understanding the issues of disproportionality from the point of the Crown Prosecution Service (CPS) involvement onwards in the Criminal Justice System. The interim report set the following Research questions:

- Where is disproportionate BAME contact with the CJS more pronounced?
- To what extent is the disproportionate BAME contact with the CJS paralleled in the youth system compared to the adult system?
- To what extent is the disproportionate BAME contact with the CJS paralleled for males and females?

6.2 Areas within the CJS post-arrest where BAME disproportionality was found to be particularly pronounced included:

- Being tried at Crown Court rather than Magistrates court
- Custodial remand and plea at Crown Court
- Custodial sentencing
- Adjudications of prison discipline.
- The system itself did add some degree of disproportionality at subsequent stages, however rarely at the levels seen in arrest differences.

6.3 Some key identified issues:

- Ethnic group classification (this is consistent with the Young Review) (pg8)
- BAME young males and adults were more likely than white to be arrested (pg11)
- BAME males, both youth and adults, and BAME women were more likely to be tried at Crown Court (pg11)
- BAME adults, both male and female, were more likely to receive custodial sentences at Crown Court (pg11)

A fuller breakdown of the data findings are in Appendix A).

6.4 **In summary:**

Arrests, Charging and Prosecution:

- Black young males just under 3 times more likely than white young males to be arrested (pg12)
- Black and mixed ethnic women greater than 2 times more likely to be arrested. (pg12)
- BAME women more likely to be committed for trial at crown court (pg15)
- Black young males were just less than 60% more likely to be committed to crown court for trial (pg15)
- Of those convicted at magistrates court custodial sentences were somewhat more likely for black and mixed ethnic young males (pg19)
- Black men 12% more likely to receive custodial sentence in crown court. (pg19)
- All BAME groups more likely to be remanded in custody at crown court and plead not guilty (pg19)
- Plea BAME men were greater than 50% more likely to plead not guilty at crown court (pg19)

6.5 There were three offence categories that demonstrated distinctive disproportionality findings: (pg20)

6.5.1 **Robbery:** Robbery could be traced primarily to disproportionate arrests rates (pg21) **Sexual offences:** Disproportionality in the prison population for sexual offences could be traced back to a combination of disproportionality in arrests and disproportionate custodial sentencing for black and Asian men at Magistrates court. (pg21).

6.5.2 **Drugs Offences:** Custodial sentencing for all BAME men committing drugs offences was particularly disproportionate at crown court – the only offence group where custodial sentencing was consistently more likely for BAME men.

6.5.3 **Prison experience:** Black and Asian men were more likely to be housed in high security – 4 times more likely for black men. 6 times more likely for Asian men.

6.6 **The final report made 35 separate recommendations and noted:**

6.6.1

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/643001/lammy-review-final-report.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/643001/lammy-review-final-report.pdf)

6.6.2 My biggest concern is with the youth justice system. This is regarded as one of the success stories of the CJS, with published figures showing that, compared with a decade ago, far fewer young people are offending, reoffending and going into custody. 30 YOTs were established by the 1998 Crime and Disorder Act, with a view to reducing youth offending and reoffending and have been largely successful in fulfilling that remit. Yet despite this fall in the overall numbers, the

BAME proportion on each of those measures has been rising significantly.<sup>31</sup> Over the last ten years:

- The BAME proportion of young people offending for the first time rose from 11% year ending March 2006 to 19% year ending March 2016.<sup>32</sup>
- The BAME proportion of young people reoffending rose from 11% year ending March 2006 to 19% year ending March 2016.<sup>33</sup>
- The BAME proportion of youth prisoners has risen from 25% to 41% in the decade 2006-2016.<sup>34</sup> (see figure 1 next page indicating the makeup of the youth custodial population).

- 6.7 The system has been far too slow to identify the problem, let alone to react to it. There are isolated examples of good practice, including in some YOTs<sup>36</sup>, but nothing serious or comprehensive enough to make a lasting difference. Unless something changes, this cohort will become the next generation of adult offenders.
- 6.8 In both the youth and adult systems, there is no single explanation for the disproportionate representation of BAME groups. For example, analysis of 2014/15 data, shows that arrest rates were generally higher across all ethnic groups, in comparison to the white group – twice as high for Black and Mixed ethnic women, and were three times higher for Black men.<sup>37</sup> Arrests are disproportionate but this does not fully explain the make-up of our youth custody population.
- 6.9 Other decisions have important consequences. For example, analysis of the same 2014/15 data, shows that BAME defendants were consistently more likely than White defendants to plead not guilty in court.<sup>38</sup> Admitting guilt can result in community punishment rather than custody, or see custodial sentences reduced by up to a third.<sup>39</sup> Plea decisions are an important factor in the disproportionate make-up of the prison system.
- 6.10 There is evidence of differential treatment that is equally problematic. For example, analysis of sentencing data from 2015 shows that at the Crown Court, BAME defendants were more likely than White defendants to receive prison sentences for drug offences, even when factors such as past convictions are taken into account.<sup>40</sup> Despite some areas that require further study, such as the role of aggravating and mitigating factors, there is currently no evidence-based explanation for these disparities.
- 6.11 In many prisons, relationships between staff and BAME prisoners are poor. Many BAME prisoners believe they are actively discriminated against and this is contributing to a desire to rebel rather than reform. In the youth system, young BAME prisoners are less likely to be recorded as having problems, such as mental health, learning difficulties and troubled family relationships, suggesting many may have unmet needs. All this hinders

efforts to tackle the root causes of offending and reoffending among BAME prisoners, entrenching disproportionality.<sup>41</sup>

- 6.12 Probation services and YOTs are charged with managing offenders in the community and helping them start new lives. However, our criminal records regime does precisely the opposite of this. Over the last five years 22,000 BAME children have had their names added to the Police National Database.<sup>42</sup> This includes for minor offences, such as a police reprimand. The result in adulthood is that their names could show up on criminal record checks for careers ranging from accountancy and financial services to plumbing, window cleaning and driving a taxi.<sup>43</sup>

**7.0 The Government's response to the Rt Hon David Lammy Review into the treatment of, and outcomes for, BAME individuals in the Criminal Justice System: Written statement** Made by: Mr David Lidington (The Lord Chancellor and Secretary of State for Justice) – 19<sup>th</sup> December 2017

- 7.1 In 2016 the Prime Minister asked the Right Honourable Member for Tottenham to chair 'An Independent Review into the Treatment of, and Outcomes for, BAME Individuals in the CJS'. The Review made 35 recommendations for the Government to implement, and today the Government publishes its response.

The Government welcomes the impetus that the Lammy Review brings to the debate about ethnicity and race, and would like to thank the Honourable Member for Tottenham for his thorough and incisive research on the topic. We welcome the core principles detailed in the Review - transparency, fairness, and responsibility - as a framework on which policy and practice should stand.

In the response, we have clearly outlined the actions we have taken or will take in relation to each recommendation. We have also examined the review to find ideas that, while not being explicit recommendations, nevertheless warrant greater attention and action.

There are already a number of steps the Government has taken in line with the Review recommendations, announced at the publication of the Race Disparity Audit. We are already moving to publish more and better data, and will adopt a co-ordinated approach to improving data quality to determine where disparities occur and why. In addition, the Government has adopted the principle of "explain or change" to identify and objectively assess disparities, and then decide whether and how changes need to be applied. We feel this principle is particularly valuable in relation to smaller groups in the criminal justice system, such as Gypsies, Roma and Travellers, and BAME women.

On a small number of the recommendations we have indicated that we need to proceed with caution, if significant barriers exist that prevent us from implementing a recommendation as it stands. Where this is the case, we aim to be transparent about the reasons and open to change, as circumstances alter.

Beyond the Review's recommendations, we will set up governance procedures to monitor our progress driven by a Race and Ethnicity Board of senior officials, chaired at the level of Director General within the MoJ. It will update the Criminal Justice Board, of which I am chair. The Race and Ethnicity Board will consider and agree the scope and timelines for the work needed to reduce race disparities. This will include timings for the actions set out in the Government's response.

These governance structures will cover the agenda articulated by David Lammy, contribute to the wider work around tackling race disparities Government, and direct sustained effort to give this agenda the longevity it deserves.

## **8.0 Dame Louise Casey review into opportunity and integration**

8.1 This review has highlighted worrying levels of segregation and socio-economic exclusion in different communities across the country and a number of inequalities between groups.

8.2 The key findings included:

### **8.2.1 Build local communities' resilience in the towns and cities where the greatest challenges exist, by:**

(1) Providing additional funding for area-based plans and projects that will address the key priorities identified in this review, including the promotion of English language skills, empowering marginalised women, promoting more social mixing, particularly among young people, and tackling barriers to employment for the most socially isolated groups.

(2) Developing a set of local indicators of integration and requiring regular collection of the data supporting these indicators.

(3) Identifying and promoting successful approaches to integration.

### **8.2.2 Improve the integration of communities in Britain and establish a set of values around which people from all different backgrounds can unite, by:**

(4) Attaching more weight to British values, laws and history in our schools.

(5) Considering what additional support or advice should be provided to immigrants to help them get off to the best start in understanding their rights and obligations and our expectations for integration.

(6) Reviewing the route to British citizenship and considering the introduction of an integration oath on arrival for immigrants intending to settle in Britain.

**8.2.3 Reduce economic exclusion, inequality and segregation in our most isolated and deprived communities and schools, by:**

(7) Working with schools providers and local communities to promote more integrated schools and opportunities for pupils to mix with others from different backgrounds.

(8) Developing approaches to help overcome cultural barriers to employment.

(9) Improving English language provision through funding for community-based classes and appropriate prioritisation of adult skills budgets.

(10) Improving our understanding of how housing and regeneration policies could improve integration or reduce segregation.

(11) Introducing stronger safeguards for children who are not in mainstream education, including those being home schooled.

**8.2.4 Increase standards of leadership and integrity in public office, by:**

(12) Ensuring that British values such as respect for the rule of law, equality and tolerance are enshrined in the principles of public life and developing a new oath for holders of public office.

8.3 We await the government's response to this review but locally have been delivering on the countering extremism community cohesion agenda (report brought to select committee in October 2017)

**9.0 Disproportionality workshop Lewisham:**

9.1 In January 2017, partners agreed to review the findings of both the Baroness Young report, the interim report by MP David Lammy, and the Dame Louise Casey Review and conduct a workshop to look at the findings as a whole and what practical local actions would the partnership take.

9.2 The workshop themes for discussion included:

- Prevention
- Targeted engagement and interventions
- Enforcement and Criminal Justice

9.3 (The details of the discussions are captured in appendix B)

#### 9.4 Discussion areas:

- 9.4.1 **Was there a clear understanding of the statistics and what this really means?** It was felt that whilst discussions often happen about disproportionality it is often not completely understood and the prevalence of the issues are not fully recognised. It was felt that a better understanding of the wider statistics would enable a fuller understanding of some of the issues, which would assist in solutions for example homelessness, exclusions, mental health etc. There was discussion about the perceptions of young people, offenders; labelling which led to negative perceptions based on ethnicity. There were concerns about how these perceptions fed into stereotypes and lack of trust between communities, police, statutory agencies etc.
- 9.4.2 **The role of the media** It was felt strongly that the role of the media / social media was critical in the messaging, and how young people/ BAME were perceived. There was concern raised about the stigmatizing of young people. There were concerns raised about the lack of reporting of black victims of serious crimes compared to white victims.
- 9.4.3 **Community involvement:** there was discussion about how improving dialogue, the language used by all about each other such as restorative language would be a positive approach to dealing with stereotypes, negative perception and distrust. Greater involvement of parents, adults and senior members in the community was seen as critical in setting the tone, providing safe dialogue as well as supportive challenge. There was discussion about accountability and responsibility of all; how do we all work to build trust/ non blame culture to enable change and joint resolution. There was consideration of how community leaders are fully engaged and how a conversation about race was had with the community. As well as whether there was sufficient diversity and spread of community leaders involved and engaged in this agenda, and not the same groups representing the same views.
- 9.4.4 **Training:** there was discussion about the watering down of what used to be called anti-discrimination training. Because it is seen very much as integral to everything we do, there does not seem to be a specific focus on the issues of discrimination, prejudice, and stereotyping, unconscious bias. There was discussion that whilst a lot of work has gone into developing approaches within policing that there needed to be challenge within all agencies about this, and about how professionals recognise this within their own approaches and work.
- 9.4.5 **Trust and confidence:** it is well rehearsed that there is a lack of trust and confidence from some communities with the police/ statutory agencies. It is clear that understanding and a recognition of “history” and how this can

influence correct concerns is important, but that equally there needed to be recognition that things have moved forward and that the dialogue needed to reflect current practice and experience. There was discussion about the following terms “Establishment of a fair contract”, “Unresolvable grievance” and “Lack of credibility”, which would benefit from further understanding and discussion. There was discussion about perceptions of “victimhood” and how these issues, whilst opposing need fuller recognition and understanding to assist with next steps.

9.4.6 **Make up of staff:** there was discussion about the Met Polices programme of increasing the representation in the Force about the look and feel of London in its workforce. There was similar dialogue about other agencies including magistrates, lay custody visitors, youth services, schools, housing etc. It was felt important to understand this better, and also the senior leadership perspectives about discrimination and how this was practically being considered in organisations. It was accepted that the make up in itself was not a solution, but would support a wider cultural change.

9.4.7 **The lived experience:** there was concern that young black children perceived themselves as different. The messaging for some in the home was not to trust police or statutory agencies, and that it was language such as State Vs Us. There was clear recognition of the positive impact ex-offenders can have in working with current offenders and that this needed further consideration as an agreed approach. Understanding the journey of a child through their lived experience across a range of issues and services recognising and identifying the aspects of discrimination, real and perceived, would help to shape further understanding of the problem.

9.5 **Agreed actions:**

Was there a clear understanding of the statics and what this really means?	<ul style="list-style-type: none"> <li>- Providing a breakdown across specific elements / aspects to start to understand the profile. This would include homelessness applications, exclusions, YOS, stop and search, etc</li> <li>- Focus on the findings from the YOS disproportionality toolkit for insight of an aspect of the CJS</li> <li>- Take a specific area to focus on and consider solutions</li> <li>- Discuss the findings with those developing national and regional strategies</li> <li>- Ensure there are sufficient links made between a number of agendas such as community cohesion, exclusion, Exclusion, PREVENT etc</li> </ul>
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The role of the media	<ul style="list-style-type: none"> <li>- Utilise the community networks as mechanisms for sharing information, discussing issues and forming messages</li> <li>- Using opportunities for positive stories about young people</li> <li>- Neighbourhood focused work to develop intergenerational/ multi community conversations</li> <li>- The Partnership to agree the communications strategy for community cohesion</li> </ul>
Community involvement	<ul style="list-style-type: none"> <li>- Mapping who the advocates are within communities and ensuring support is given through information sharing to help dialogue and conversation</li> <li>- Facilitate opportunities for wider community dialogue about disproportionality</li> <li>- Run this workshop style discussion with Safer Neighbourhood Board, Cllrs and other key community networks.</li> <li>- Annual faith conference to support the ongoing dialogue</li> </ul>
Training:	<ul style="list-style-type: none"> <li>- Agree the language and cultures we would like to develop across all agencies in the Borough in respect of unconscious bias, disproportionality, inequality</li> <li>- Commit to peer support / observation about agencies approaches to this issue</li> <li>- Agree what the training might be across partnership</li> </ul>
Trust and confidence:	<ul style="list-style-type: none"> <li>- Greater understanding of the history and impact this has in relation to trust and confidence in the police</li> <li>- More opportunities for dialogue and conversation about the issue of disproportionality to consider solutions</li> <li>- All agencies, community leaders, others agreeing to change the language in which police, statutory services etc. are talked about. The language being restorative in approach, solution focused and not negative and blaming. Police are here to provide safety which needs positive attestation.</li> <li>- Understanding this can take time and there is no quick fix</li> </ul>
Make up of staff:	<ul style="list-style-type: none"> <li>- Ongoing support locally for residents of Lewisham to access the Met police, apprenticeships, cadets etc.</li> <li>- Organisations to understand the issues of staff make up, representation at all level in the organisation, and providing pro social modelling opportunities for staff across all ethnicities.</li> </ul>

The lived experience:	<ul style="list-style-type: none"> <li>- Develop a programme with the Young mayor/ schools/ youth councils etc to share stories about young people</li> <li>- Proactive use of ex-offenders in provision</li> <li>- Profile and mapping the journey of a child/ children through their lived experience across a range of issues and services</li> </ul>
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9.6 **Summary**

9.7 It is clear that many professionals and community leaders have been rightly concerned about the disproportionality issues within the criminal justice system for some time. The work both nationally and locally done to date has enabled a greater understanding of the issues and has enabled dialogue about the possible reasons.

9.8 It is important that Lewisham reflects on the findings and that whilst there are a number of things that will need to be resolved at a National and London wide level, there are local actions which the Partnership should focus on and look to make changes to improve the situation and to improve outcomes for those who are disadvantaged as reflected in this paper.

9.9 The actions, once signed off in March 17 will be reviewed annually at the Safer Lewisham partnership.

10.0 **Financial Implications**

10.1 Currently this has not been identified but consideration about collective resources will need to take place to deliver on this agenda.

11.0 **Legal and Human Rights Implications**

11.1 The Council is under a number of statutory obligations to reduce crime and anti-social behaviour. The Crime and Disorder Act 1998 requires the Council to formulate and implement a strategy for the reduction of crime and disorder; the Anti-Social Behaviour 2003 requires the Council as a local housing authority to have policies and procedures for dealing with anti-social behaviour and the Race Relations (Amendment) Act 2000 places the Council under a duty to have, when carrying out its functions, due regard to the need to eliminate unlawful discrimination and promote good relations between persons of different racial groups.

11.2 The Local Government Act 1999 places a duty on the local authorities to secure continuous improvement in the way its functions are exercised having regard to the combination of economy, efficiency and effectiveness.

11.3 Section 2 of the Local Government Act 2000 empowers the local authority to do anything which it considers likely to achieve the promotion or improvement of the economic, social or environmental well-being of all or any persons within the local authority's area.

11.4 These statutory duties amongst others feed into the Council's Safer Lewisham Strategy.

## 12.0 **Equalities Implications**

12.1 Developing safe and secure communities is central to the work of the Council as a whole and in particular to the Community Services directorate. Reducing and preventing crime, reducing fear of crime and supporting vulnerable communities is critical to the well-being of all our citizens. This agenda directly impacts on this area and any actions must review impact in relation to equalities.

## 13.0 **Crime and Disorder Implications**

13.1 Section 17 places a duty on partners to do all they can to reasonably prevent crime and disorder in their area. The level of crime and its impact is influenced by the decisions and activities taken in the day-to-day of local bodies and organisations. The responsible authorities are required to provide a range of services in their community from policing, fire protection, planning, consumer and environmental protection, transport and highways. They each have a key statutory role in providing these services and, in carrying out their core activities, can significantly contribute to reducing crime and improving the quality of life in their area.

## 14.0 **Environmental Implications**

14.1 Key decisions made which may have environmental implications. Environmental services are consulted about all agreed activity before proceeding.

## 15.0 **Conclusion**

- 15.1 The SLP will continue to review this agenda specifically in relation to criminal justice, and a wider approach is sought to ensure that all aspects outside of the criminal justice sphere are reviewed and actions taken to reduce this disproportionality.

For further information on this report please contact Geeta Subramaniam-Mooney Head of Public Protection and Safety, Directorate for Community Services on 020 8 314 9569.

## **Appendix A**

### **Arrests, Charging and prosecution:**

- lack young males just under 3 times more likely than white young males to be arrested (pg12)
- Black men greater than 3 times more likely to be arrested (pg12)
- Mixed ethnicity men greater than 2 times more likely to be arrested (pg12)
- Black and mixed ethnic women greater than 2 times more likely to be arrested. (pg12)
- BAME women more likely to be committed for trial at crown court (pg15)
- Black young males were just less than 60% more likely to be committed to crown court for trial (pg15)
- Asian women greater than 2 times more likely to be committed to crown court for trial (pg15)
- Asian and other ethnic women just over 40% more likely to be convicted at magistrates court (pg16)
- Of those convicted at magistrates court custodial sentences were somewhat more likely for black and mixed ethnic young males (pg19)
- BAME men 10% less likely to be convicted at crown court. Asian women 20% less likely (pg19)
- Apart from Asian men, disproportionality in custodial sentencing at Crown Court for BAME men. (pg19)
- Black men 12% more likely to receive custodial sentence in crown court. (pg19)
- Black women about 25% more likely to receive custodial sentence at crown court. (pg19)
- All BAME groups more likely to be remanded in custody at crown court and plead not guilty (pg19)
- Plea BAME men were greater than 50% more likely to plead not guilty at crown court (pg19)

### **Specific offences:**

Three offence categories demonstrated distinctive disproportionality findings: (pg20)

1. Robbery
2. Sexual Offences
3. Drugs Offences

### **Robbery:**

- Black young males 10.5 times more likely to be arrested
- Only marginally more likely to be proceeded against at magistrates
- Significantly less likely to be committed to crown court for trial
- No more likely to be convicted or receive a custodial sentence (pg20)
- Mixed ethnicity young males 4.2 more likely to be arrested
- Marginally more likely to be proceeded against at magistrates
- No more likely to be convicted or sentenced to custody (pg20)
- Adult Black men were 8.4% more likely to be arrested for Robbery (pg20)
- Mixed Men 5.5 times more likely to be arrested (pg20)
- Black young females were 5.1 times more likely to be arrested

- Somewhat more likely to be proceeded against at magistrates court (pg21)
- Robbery could be traced primarily to disproportionate arrests rates (pg21)

#### **Sexual offences:**

- Black men were 3.7 times more likely to be arrested
- Asian 1.8 times more likely (pg21)
- Asian men were significantly less likely to receive a custodial sentence (pg21)
- Disproportionality in the prison population for sexual offences could be traced back to a combination of disproportionality in arrests and disproportionate custodial sentencing for black and Asian men at Magistrates court. (pg21)

#### **Drugs Offences:**

- Custodial sentencing for all BAME men committing drugs offences was particularly disproportionate at crown court – the only offence group where custodial sentencing was consistently more likely for BAME men.
- Black men about 1.4 times more likely to receive custodial sentence (pg22)
- Asian men were 1.4 times more likely to receive custodial sentence (pg22)
- Mixed ethnicity men 1.1 times more likely to receive custodial sentence (pg22)
- Other ethnic 1.6 times more likely to receive custodial sentence (pg22)
- Black women 2.3 times more likely to receive a custodial sentence (pg22)
- Black men 5.4 times more likely to be arrested for drugs offences (pg22)
- Asian men 1.4 times more likely to be arrested for drugs offences (pg22)
- All BAME somewhat more likely to be committed to crown court (pg22)
- Conviction rates marginally lower for BAME (pg22)
- Disproportionality in prison for BAME men and black women convicted of drugs offences can be traced back to a combination of disproportionate arrest and disproportionate custodial sentencing at crown court. (pg22)

#### **Prison experience:**

- Black and Asian men were more likely to be housed in high security – 4 times more likely for black men. 6 times more likely for Asian men.

#### **Appendix B – Workshops comments**

##### **Prevention**

##### **Issues:**

- Considering the safeguarding continuum

- Protecting from harm
- Promoting welfare
- Education
- Do young people know the stats on disproportionality – what are their thoughts
- Exclusion issues – step into the CJS – what are the stats for those getting excluded And what is being done for their challenging behaviour
- Roles in the community e.g. statutory services - public perception
- Information sharing
- Disrupted housing- housing homelessness/ overcrowding
- Media is not helpful – the language they use State Vs people
- Homelessness – lack of housing – temporary accommodation – is it disproportionate
- Education
- Mental health
- Community engagement
- Young people committing crime 3 hours after school
- Perception that BME are offenders
- Rights and responsibilities of individuals and communities
- Trust breakdown
- Peoples agenda is difficult to manage
- Social media / community of interest – fuels people’s views

**Actions:**

- Schools council / Young mayors team
- Restorative justice approach in schools with teachers and students
- Training for teachers on cultures
- Look into cultural understanding training
- Outreach work re employment
- Training starting with management to ensure it is consistent
- Representative workforce and equal opportunities in the workplace
- Identify where you can to be proactive with supporting staff
- Feedback keep them regular
- Encourage what is available – parents together/
- Housing audit
- Action planning to prevent young black men getting evicted and excluded
- Look at how schools can be open longer
- Change the perception to success
- Engaging communities to talk about race issues
- Empowering communities
- Powerful advocates – ex offenders – act as role models for children
- Empathy – evidence – what we know about the impact of trauma – link I the engagement

**Enforcement and Criminal Justice**

**Issues:**

- Better opportunities to use Restorative justice
- Education – parents , teachers, young people
- Look at the approach in custody
- Police training

#### Actions:

- Arresting fewer young people ?!?!
- Options available to young people who have been arrested
- Look at mentors and mediators in custody to advise of rights
- Working much closer with schools
- Independent custody visitors – role – representative
- Contact defense solicitors
- What is the magistrates make up for London

#### **Targeted engagement:**

##### Issues

- Historically embedded attitudes towards police
- Community responsibility
- Establishment of a fair contract
- Unresolvable grievance
- Lack of credibility
- State vs people view
- One size does not fit all
- As people get older become harder to engage
- Stigmatizing children
- Lack of teacher time for individuals
- Use of technology
- Self-fulfilling prophecy
- Young black boys feeling le they are perceived differently

##### Actions

- Build up confidence and trust – be honest about the issues and the stats
- Training n cultural issues
- Unconscious bias
- Engage ex-offenders
- Use of peer leaders – church, community, musicians
- Are we picking the right leaders – find other people who may be better placed
- Bespoke engagement i.e shops / barbers
- Create alternative options for making money
- Use of ex-offenders in engagement – compelling stories
- Engage with people who understand what’s going on but not actively involved

- Involve peers
- Get in early re housing solutions
- Work with teachers including primary
- Soft interventions
- Use of social media
- Attitudes amongst professionals

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<b>Safer Stronger Communities Select Committee</b>		
Title	Select Committee work programme	
Contributor	Scrutiny Manager	Item 6
Class	Part 1 (open)	25 January 2018

## 1. Purpose

To advise Committee members of the work programme for the 2017/18 municipal year, and to decide on the agenda items for the next meeting.

## 2. Summary

- 2.1 At the beginning of the new municipal year, each select committee drew up a draft work programme for submission to the Business Panel for consideration.
- 2.2 The Business Panel considered the proposed work programmes of each of the select committees on 22 May 2017 and agreed a co-ordinated overview and scrutiny work programme. However, the work programme can be reviewed at each Select Committee meeting so that Members are able to include urgent, high priority items and remove items that are no longer a priority.

## 3. Recommendations

3.1 The Committee is asked to:

- note the work plan attached at **Appendix B** and discuss any issues arising from the programme;
- specify the information and analysis required in the report for each item on the agenda for the next meeting, based on desired outcomes, so that officers are clear about what they need to provide;
- review all forthcoming key decisions, attached at **Appendix C**, and consider any items for further scrutiny;

## 4. The work programme

4.1 The work programme for 2017/18 was agreed at the Committee's meeting on 26 April 2017.

4.2 The Committee is asked to consider if any urgent issues have arisen that require scrutiny and if any existing items are no longer a priority and can be removed from the work programme. Before adding additional items, each item should be considered against agreed criteria. The flow chart attached at **Appendix A** may help Members decide if proposed additional items should be added to the work programme. The Committee's work programme needs to be achievable in terms of the amount of meeting time available. If the Committee agrees to add additional item(s) because they are urgent and high priority, Members will need to consider

which medium/low priority item(s) should be removed in order to create sufficient capacity for the new item(s).

## 5. The next meeting

5.1 The following reports are scheduled for the meeting on Wednesday 7 March 2018:

Agenda item	Review type	Link to Corporate Priority	Priority
<b>Comprehensive Equalities Scheme Annual Review</b>	Performance Monitoring	Community leadership Inspiring efficiency, effectiveness and equity.	High
<b>Safer Lewisham Plan</b>	Standard Item	Safety, security and a visible presence	High
<b>Community cohesion update</b>	Performance Monitoring	Safety, security and a visible presence Inspiring efficiency, effectiveness and equity.	High
<b>Local Assemblies Annual Report</b>	Performance Monitoring	Community leadership Inspiring efficiency, effectiveness and equity.	High

5.2 The Committee is asked to specify the information and analysis it would like to see in the reports for these items, based on the outcomes the Committee would like to achieve, so that officers are clear about what they need to provide for the next meeting.

## 6. Financial Implications

There are no financial implications arising from this report.

## 7. Legal Implications

In accordance with the Council's Constitution, all scrutiny select committees must devise and submit a work programme to the Business Panel at the start of each municipal year.

## 8. Equalities Implications

8.1 The Equality Act 2010 brought together all previous equality legislation in England, Scotland and Wales. The Act included a new public sector equality duty, replacing the separate duties relating to race, disability and gender equality. The duty came into force on 6 April 2011. It covers the following nine protected characteristics: age,

disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

8.2 The Council must, in the exercise of its functions, have due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act
- advance equality of opportunity between people who share a protected characteristic and those who do not.
- foster good relations between people who share a protected characteristic and those who do not.

8.3 There may be equalities implications arising from items on the work programme and all activities undertaken by the Select Committee will need to give due consideration to this.

## **9. Date of next meeting**

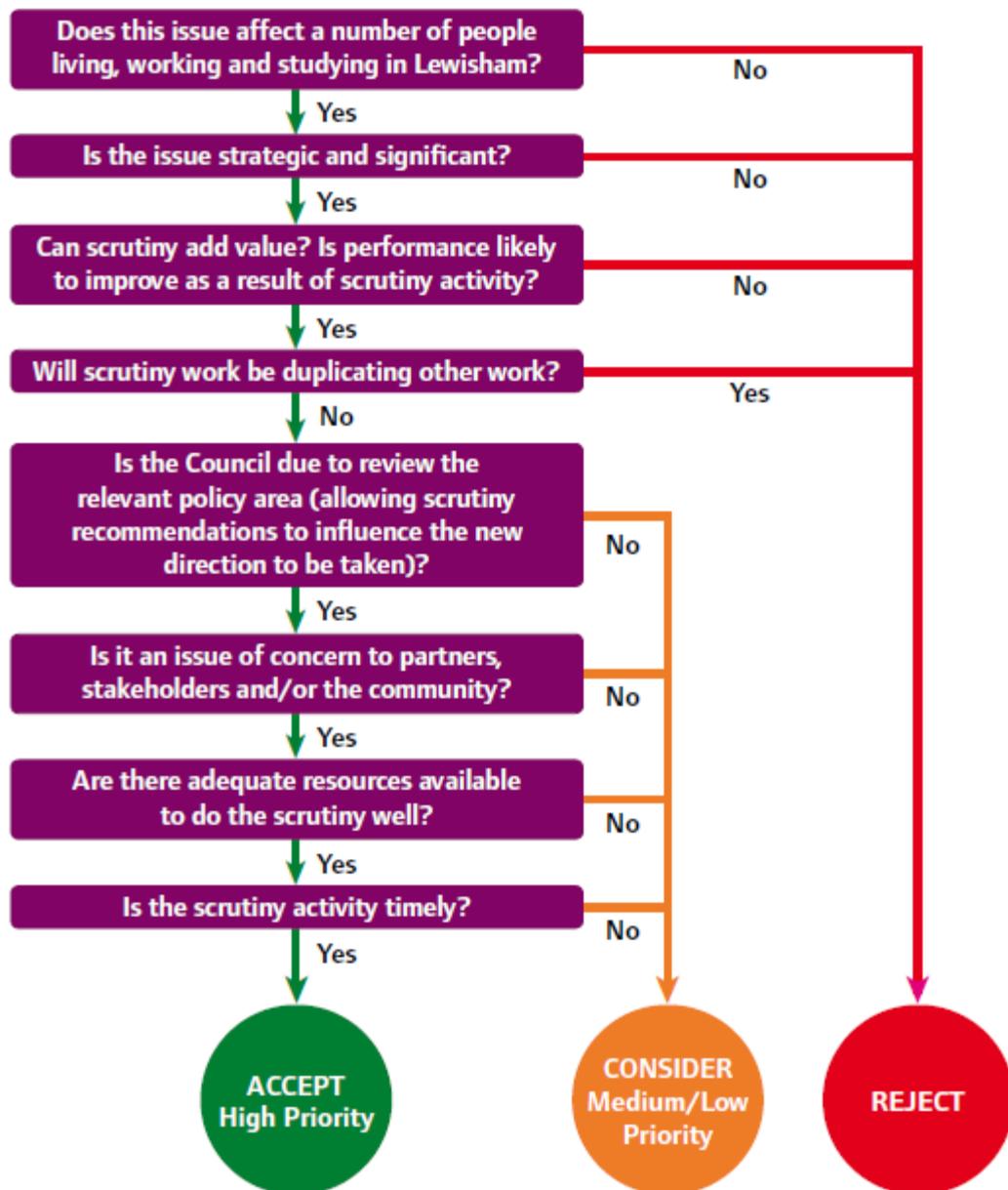
The date of the next meeting is Wednesday 7 March 2018.

### **Background Documents**

Lewisham Council's Constitution

Centre for Public Scrutiny: the Good Scrutiny Guide

## Scrutiny work programme – prioritisation process



Work Item	Type of review	Priority	Strategic Priority	Delivery deadline	26-Apr	26-Jun	12-Jul	21-Sep	02-Nov	13-Dec	25-Jan	07-Mar
Lewisham Future Programme	Standard Item	High	CP10	Apr-17					SAVINGS			
Election of Chair and Vice-Chair	Constitutional requirement	High		Apr-17								
Select Committee Work Programme 2017/18	Constitutional requirement	High		Apr-17								End of term report
Demographic Change	Rapid Review	High	CP1	Apr-17	Evidence Ses	Final Report						
Capacity in the Voluntary Sector - response to recs	Response to recs	High	CP1	Apr-17		Response				6-month report		
Provision for the LGBT community	In-depth review	High	CP1 and CP10	Dec-17		Scope		Evidence	Evidence	Report		
Implementation of employee survey action plan	Policy Development	High	CP10	Jun-17								
YOS inspection action plan	Performance Monitoring	High	CP4	on-going								
Draft Violence Against Women and Girls Strategy 2017-2021	Policy Development	High	CP4	Jun-17								
Poverty Commission	Policy Development	High	CP10	Nov-17			update		Final Report			
Library and Information Service Annual Report.	Performance Monitoring	High	CP10	Jul-17								
Local Police Service Update	Performance Monitoring	High	CP4	Jul-17								
Council's Employment Profile	Performance Monitoring	High	CP10	Jul-17								
Update on Main Grants Programme	Performance Monitoring	High	CP10	Jul-17								
Community Cohesion (inc extremism strategy)	Policy Development	High	CP1,CP4 and CP10	Nov-18								Update
National Probation Service and community rehabilitation company	Standard Item	High	CP4	Jan-18								
disproportionality in the criminal justice system	Policy Development	High	CP4 and CP10	Jan-18								
Review of the Assembly Co-group Guidelines	Policy Development	High	CP1	Jan-18								
Safer Lewisham Plan	Performance Monitoring	High	CP4	Mar-18								
Comprehensive Equalities Scheme Annual Review 2017	Performance Monitoring	High	CP1	Mar-18								
Local Assemblies	Performance Monitoring	High	CP1	Mar-18								

	Item completed
	Item on-going
	Item outstanding
	Proposed timeframe
	Item added

Meetings			
1)	26-Apr		5) 02-Nov
2)	26-Jun		6) 13 Dec
3)	12-Jul		7) 25-Jan
4)	21-Sep		8) 07-Mar

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## FORWARD PLAN OF KEY DECISIONS

### Forward Plan February 2018 - May 2018

This Forward Plan sets out the key decisions the Council expects to take during the next four months.

Anyone wishing to make representations on a decision should submit them in writing as soon as possible to the relevant contact officer (shown as number (7) in the key overleaf). Any representations made less than 3 days before the meeting should be sent to Kevin Flaherty, the Local Democracy Officer, at the Council Offices or [kevin.flaherty@lewisham.gov.uk](mailto:kevin.flaherty@lewisham.gov.uk). However the deadline will be 4pm on the working day prior to the meeting.

A "key decision"\* means an executive decision which is likely to:

- (a) result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates;
- (b) be significant in terms of its effects on communities living or working in an area comprising two or more wards.

**FORWARD PLAN – KEY DECISIONS**

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
September 2017	<b>Council Tax Base</b>	17/01/18 Council	Janet Senior, Acting Chief Executive and Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
November 2017	<b>Council Tax Reduction Scheme 2018/19</b>	17/01/18 Council	Kevin Sheehan, Executive Director for Customer Services and Councillor Kevin Bonavia, Cabinet Member Resources		
December 2017	<b>Local Development Scheme</b>	17/01/18 Council	Janet Senior, Acting Chief Executive and Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
December 2017	<b>Business Rate Retention Pilot Pool 2018-19</b>	17/01/18 Council	Janet Senior, Acting Chief Executive and Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
November 2017	<b>Planning Service Statement of Community Involvement</b>	17/01/18 Council	Janet Senior, Acting Chief Executive and		

**FORWARD PLAN – KEY DECISIONS**

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
December 2017	<b>Report of New Bermondsey Independent Inquiry Committee</b>	17/01/18 Council	Sara Williams, Executive Director, Children and Young People and Councillor Chris Barnham		
January 2018	<b>Contract Extension Carers Specialist Information Advice and Support Service</b>	23/01/18 Overview and Scrutiny Business Panel	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Cabinet Member for Health, Wellbeing and Older People		
December 2017	<b>Council Budget 2018-19</b>	07/02/18 Mayor and Cabinet	Janet Senior, Acting Chief Executive and Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
December 2017	<b>School Admission Arrangements 2019-20</b>	07/02/18 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		

**FORWARD PLAN – KEY DECISIONS**

<b>Date included in forward plan</b>	<b>Description of matter under consideration</b>	<b>Date of Decision Decision maker</b>	<b>Responsible Officers / Portfolios</b>	<b>Consultation Details</b>	<b>Background papers / materials</b>
September 2017	<b>School Deficits</b>	07/02/18 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
November 2017	<b>New Homes Programme Update</b>	07/02/18 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member for Housing		
December 2017	<b>Development of Partnership Arrangements for Neighbourhood Community Teams</b>	07/02/18 Mayor and Cabinet	Aileen Buckton, Executive Director for Community Services and Councillor Joan Millbank, Cabinet Member Third Sector & Community		
December 2017	<b>Annual Pay Statement</b>	07/02/18 Mayor and Cabinet	Janet Senior, Acting Chief Executive and Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
November 2017	<b>Contract award of new framework agreement for Personalised Care and Support in the Home"</b>	07/02/18 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Cabinet Member for Health, Wellbeing and		

**FORWARD PLAN – KEY DECISIONS**

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			Older People		
December 2017	<b>Oracle Financials archiving</b>	14/02/18 Mayor and Cabinet	Janet Senior, Acting Chief Executive and Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
September 2017	<b>Review of Implementation of the Armed Forces Community Covenant</b>	14/02/18 Mayor and Cabinet	Janet Senior, Acting Chief Executive and Executive Director for Resources & Regeneration and Councillor Damien Egan, Cabinet Member for Housing		
December 2017	<b>Annual Budget Update</b>	14/02/18 Mayor and Cabinet	Janet Senior, Acting Chief Executive and Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
December 2017	<b>Proposed Change of use and site access site adjacent to Ashmead School and 265 Lewisham Way</b>	14/02/18 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		

**FORWARD PLAN – KEY DECISIONS**

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
January 2018	<b>Update of the Local Assemblies Handbook</b>	14/02/18 Mayor and Cabinet	Aileen Buckton, Executive Director for Community Services and Councillor Joan Millbank, Cabinet Member Third Sector & Community		
January 2018	<b>Adult Social Care Charging and Financial Assessment Framework</b>	14/02/18 Mayor and Cabinet	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Cabinet Member for Health, Wellbeing and Older People		
January 2018	<b>Lewisham Gateway - Affordable Housing contribution.</b>	14/02/18 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member for Housing		
January 2018	<b>Miscellaneous Debt Write-Off</b>	14/02/18 Mayor and Cabinet	Janet Senior, Acting Chief Executive and Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
January 2018	<b>Public Health Neighbourhood Grants</b>	14/02/18 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Joan Millbank, Cabinet Member Third Sector & Community		

<b>FORWARD PLAN – KEY DECISIONS</b>					
<b>Date included in forward plan</b>	<b>Description of matter under consideration</b>	<b>Date of Decision Decision maker</b>	<b>Responsible Officers / Portfolios</b>	<b>Consultation Details</b>	<b>Background papers / materials</b>
September 2017	<b>Contract Award and Approval to Proceed with 1 FE expansion at Ashmead School</b>	14/02/18 Mayor and Cabinet (Contracts)	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
January 2018	<b>Contract awards for 2 supported housing services - people with mental health problems and those with drug and alcohol problems</b>	14/02/18 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Cabinet Member for Health, Wellbeing and Older People		
January 2018	<b>Development of a Soft Play facility at Glassmill Leisure Centre</b>	14/02/18 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Cabinet Member for Health, Wellbeing and Older People		
December 2017	<b>Neighbourhood Planning</b>	21/02/18 Council	Janet Senior, Acting Chief Executive and Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
December 2017	<b>Council Budget 2018-19</b>	21/02/18 Council	Janet Senior, Acting Chief Executive and Executive Director for		

**FORWARD PLAN – KEY DECISIONS**

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
December 2017	<b>Excalibur Regeneration Programme Parts 1 &amp; 2</b>	28/02/18 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member for Housing		
January 2018	<b>Brasted Close Development - Land Appropriation</b>	28/02/18 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member for Housing		
August 2017	<b>Response to Consultation regarding changes to Targeted Short Breaks Provision</b>	28/02/18 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
October 2017	<b>Disposal of the former Saville Centre</b>	28/02/18 Mayor and Cabinet	Janet Senior, Acting Chief Executive and Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		

**FORWARD PLAN – KEY DECISIONS**

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October 2017	<b>Schools Minor Works Programme</b>	28/02/18 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
August 2017	<b>School Improvement Partnership</b>	28/02/18 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
June 2017	<b>Joint Strategic Depot Review</b>	28/02/18 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Rachel Onikosi, Cabinet Member Public Realm		
October 2017	<b>Update on Fire Safety in Lewisham</b>	28/02/18 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member for Housing		
November 2017	<b>Private Sector Housing Assistance Policy</b>	28/02/18 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member for Housing		

**FORWARD PLAN – KEY DECISIONS**

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December 2017	<b>Catford Regeneration Programme Masterplan Brief</b>	28/02/18 Mayor and Cabinet	Janet Senior, Acting Chief Executive and Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
January 2018	<b>Lewisham Homes Governance Update</b>	28/02/18 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member for Housing		
January 2018	<b>SEND Consultation Outcome</b>	28/02/18 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
January 2018	<b>Approval to procure three SEND school expansion and remodelling projects using the LCP Framework.</b>	28/02/18 Mayor and Cabinet (Contracts)	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
January 2018	<b>Contract Award Refurbishment Laurence House as part of Smarter Working Programme</b>	28/02/18 Mayor and Cabinet (Contracts)	Janet Senior, Acting Chief Executive and Executive Director for Resources & Regeneration and Councillor Alan Smith,		

**FORWARD PLAN – KEY DECISIONS**

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			Deputy Mayor		
January 2018	<b>Contract award for building restoration works in Beckenham Place Park</b>	28/02/18 Mayor and Cabinet (Contracts)	Janet Senior, Acting Chief Executive and Executive Director for Resources & Regeneration and Councillor Rachel Onikosi, Cabinet Member Public Realm		
January 2018	<b>Approval of the Dynamic Purchasing System</b>	28/02/18 Mayor and Cabinet (Contracts)	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
August 2017	<b>Fostering Strategy</b>	21/03/18 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
September 2017	<b>Agreed Syllabus Review and Syllabus Launch</b>	21/03/18 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
January 2018	<b>Contract award for landscaping</b>	21/03/18	Janet Senior, Acting		

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	<b>works in Beckenham Place Park</b>	Mayor and Cabinet (Contracts)	Chief Executive and Executive Director for Resources & Regeneration and Councillor Rachel Onikosi, Cabinet Member Public Realm		
June 2017	<b>Deptford Lounge &amp; Tidemill Academy Facilities Management and Centre Management Contract Award</b>	21/03/18 Mayor and Cabinet (Contracts)	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
December 2017	<b>Contract Award for Additional Accommodation Units in Young Persons Pathway for Care Leavers</b>	21/03/18 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Cabinet Member for Health, Wellbeing and Older People		
January 2018	<b>Contract award for residential care service for adults with learning disabilities with behavioural support needs (Holmbury Dene)</b>	21/03/18 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Cabinet Member for Health, Wellbeing and Older People		
January 2018	<b>PCSA Contract Award for Stage 1 of two SEND school expansion projects.</b>	10/04/18 Overview and Scrutiny Education Business Panel	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for		

<b>FORWARD PLAN – KEY DECISIONS</b>					
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			Children and Young People		
January 2018	<b>Housing Revenue Account Business Plan</b>	06/06/18 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member for Housing		
January 2018	<b>Demolition Contract Award for SEND school expansion projects</b>	19/06/18 Overview and Scrutiny Education Business Panel	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		

**FORWARD PLAN – KEY DECISIONS**

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