

Overview and Scrutiny



Safer Stronger Communities Select Committee Agenda

Thursday, 16 June 2022

7.00 pm, Civic Suite - the public are welcome to observe via the Council's website at <https://lewisham.public-i.tv/core/portal/home>

Civic Suite

Lewisham Town Hall

London SE6 4RU

For more information contact: Katie Wood (020 8314 9446)

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

Part 1

Item	Pages
1. Election of Chair and Vice-Chair	
2. Minutes of the meeting held on 3 March 2022	5 - 8
3. Declarations of interest	9 - 12
4. Response to Referrals from this Committee There are no responses to referrals due at this meeting.	
5. Introduction to the Safer Communities Service and the council's statutory role on crime and disorder.	13 - 70
6. Select Committee work programme	71 - 98

Safer Stronger Communities Select Committee Members

Members of the committee, listed below, are summoned to attend the meeting to be held on Thursday, 16 June 2022.

Kim Wright, Chief Executive
Tuesday, 7 June 2022

Councillor Ayesha Lahai-Taylor (Chair)	
Councillor Liam Shrivastava (Vice- Chair)	
Councillor Bill Brown	
Councillor Mark Jackson	
Councillor Hilary Moore	
Councillor Rachel Onikosi	
Councillor Hau-Yu Tam	
Councillor Mark Ingleby (ex-Officio)	
Councillor Ese Erheriene (ex-Officio)	

MINUTES OF THE SAFER STRONGER COMMUNITIES SELECT COMMITTEE

Thursday, 3 March 2022 at 7.00 pm

IN ATTENDANCE: Councillors Juliet Campbell (Chair), Rachel Onikosi and James Rathbone (Vice-Chair)

ALSO JOINING THE MEETING VIRTUALLY: Councillor Pauline Morrison

APOLOGIES: Councillors Bill Brown and Liam Curran

ALSO PRESENT: Councillor Brenda Dacres (Deputy Mayor and Cabinet Member for Safer Communities) and Katie Wood (Scrutiny Manager)

ALSO PRESENT VIRTUALLY: James Lee, Jannet Hall, David Murray and Antonio Rizzo

NB: Those Councillors listed as joining virtually were not in attendance for the purposes of the meeting being quorate, any decisions taken or to satisfy the requirements of s85 Local Government Act 1972

1. Minutes of the meeting held on 13 January 2022

1.1 RESOLVED:

That the minutes of the meeting held on the 13th January 2022 be agreed as an accurate record of proceedings.

2. Declarations of interest

2.1 RESOLVED:

Cllr James Rathbone declared a personal interest in item 4 as he was an employee of a community library.

3. Safe Lewisham Plan

3.1 Councillor Brenda Dacres, Cabinet Member for Safer Communities and Deputy Mayor introduced the report and provided information on the Safer Lewisham Partnership Board. The Board was multi-agency and met regularly with a range of partners to work to keep Lewisham a Safer place.

3.2 James Lee, Director of Communities, Partnerships and Leisure, and Jannet Hall, Head of Safer Communities also addressed the Committee and gave a summary of the presentation. In the subsequent discussion, the following key points were raised:

- The information in the presentation was relevant to both the current Safe Lewisham Plan and the work on the future plan being set for the next few years. The new plan would have a greater focus on data.
- Members of the Committee welcomed the increased emphasis on data in the new plan and the focus on community engagement.
- A member of the Committee asked how the responses from surveys on stop and search would be used to change how things were done by the Police and reduce disproportionality. In response the committee were informed that depending on the responses, there might be clear details of what elements of practice have been most unpleasant which would then give the opportunity to share this qualitative information with the Police. There may also be work the Council could undertake on public information and engagement. Currently the Council only had data through the Police so this would be a chance for the Council to analyse its own data.
- A member of the Committee asked that in respect of the work with partners discussed in the presentation, this should include academics in particular from Goldsmiths University. The Committee were informed that there was work being undertaken to investigate how to work more closely with Goldsmiths University as a partnership.
- A member of the Committee commented that the data did not show outcomes to date to help the committee evaluate and scrutinise the work from the current plan. In the next municipal year it would be important that outcomes on this came back to the committee based on the 9 work-streams. The Committee heard that some data was already available and could be further shared with the Committee.
- A member of the Committee asked about incidents of violence involving dogs in Catford South. The Head of Community Safety would welcome additional information on this and it could be discussed further.
- In response to a question from a Member, the Committee heard that the Council wasn't working with the courts and magistrates on disproportionality. It could be possible to do more on this but this would be challenging with the level of resources available within the service. This was however being done in the Youth Offending Service.
- Following a question on the use of swords and knives, the Committee heard that removing knives from the streets remained a key reason why stop and search could be a useful Police tactic. Knife amnesties were considered to not necessarily target the right people and could be used by people who wanted to dispose of evidence.

3.3 **RESOLVED:**

That the report be noted.

4. **Libraries and Information Service**

- 4.1 Councillor Brenda Dacres introduced the report and highlighted the important role libraries played in the community and the importance of libraries involving with the needs of the communities as well as how librarians and library staff were seen as highly trusted members of the community.

4.2 David Murray, Director of Libraries and Learning and Antonio Rizzo, Head of Library and Information Service were also in attendance to introduce the report and respond to queries. During the subsequent discussion, the following key points were raised:

- Members of the Committee commented that the report was very good and clearly identified the challenges and highlighted the next steps in particular the ICT requirements and building maintenance concerns. A member of the Committee commented that the “Digital by Default” agenda meant that the IT infrastructure and appropriate funding for it was crucial to supporting vulnerable residents.
- The scale of cuts in the Library Service had been very large which meant that commitment to investment in the services’ buildings and IT infrastructure was crucial to maintaining its London leading service. The Committee heard that the annual budget had been reduced from around £6 million to approximately £2 million.
- In response to a question from a member regarding how an entrepreneurial approach could be assured in the service, the Committee heard that the Library Service was thinking in an entrepreneurial way focusing on the many areas libraries supported residents including working with partners to add value. They were focused on the guiding point of what the library service is required to do and within that had lots of examples of innovative ways of working. For example, despite the significant budget restrictions services had been maintained and opening hours extended by 26% and areas such as the transport contract that Lewisham manages and leads on for 20 different local authorities and is being extended further which will deliver substantial efficiencies.
- Further benefits could be delivered to the Council as a whole as the Library Service becomes a resource for other services such as colleagues in Housing Options and Parking which bring in revenue to other services.
- A member of the Committee asked whether it was possible for the libraries to generate income by having organisations providing information and support to residents in Lewisham libraries. The Committee heard that this was possible and there were already existing partnerships where this had been successfully done.
- In terms of how libraries could support people from being digitally excluded, the committee heard that the libraries had an opportunity of being part of helping those who are currently excluded to being part of the digital process, supporting and enabling them to get online. This made getting the IT infrastructure right increasingly important.
- The Community libraries reflect their own community and respond to their own community needs. There is more that can be done to support the libraries such as with support for volunteers.
- Lewisham Library has not had the resources to invest in infrastructure up to this point but questions on how it should be developed could be further discussed as part of the strategy. It would be important to ensure that the Library was suitable for modern usage rather than recreating a reference library model that may now be outdated.

4.3 **RESOLVED:**

That the report be noted.

5. Select Committee end of administration work programme and report

5.1 Katie Wood, Scrutiny Manager, introduced the report to the Committee and invited members of the Committee to comment and make any suggestions they would like to put forward to the Committee for consideration in the next Administration.

- A member of the Committee commented that it would be useful to review the Committee's terms of reference. Although the Committee did not have the power to change its terms of reference it could make recommendations in this area.
- A member of the Committee put forward a suggestion that the next Committee prioritise considering the Safe Lewisham Plan as soon as possible in the new municipal year.
- A member of the Committee suggested that early in 2023 it could be useful to have a review of the Borough of Culture to focus on the legacy beyond 2022.

5.2 **RESOLVED:**

That the following items be put forward as suggestions to the Safer Stronger Communities Select Committee in the next municipal year:

- 1) Consideration and discussion on the Committee's terms of reference.
- 2) Further scrutiny of the Safer Lewisham Plan.
- 3) Scrutiny of legacy work from the Borough of Culture.

The meeting ended at 8.35 pm

Chair:

Date:



Safer Stronger Communities Select Committee

Declarations of Interest

Date: 16 June 2022

Key decision: No

Class: Part 1

Ward(s) affected: All

Contributors: Director of Law, Governance and Elections

Outline and recommendations

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

1. Summary

1.1. Members must declare any personal interest they have in any item on the agenda. 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.

1.2. Further information on these is provided in the body of this report.

2. Recommendation

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

3. Disclosable pecuniary interests

3.1 These 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; and
 - (b) 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.

4. Other registerable interests

4.1 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.

5. Non registerable interests

- 5.1. 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).

6. Declaration and impact of interest on members' participation

- 6.1. 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 not 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**
- 6.2. 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 6.3 below applies.
- 6.3. 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.
- 6.4. 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.
- 6.5. 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.

7. Sensitive information

- 7.1. 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.

8. Exempt categories

- 8.1. 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).

9. Report author and contact

- 9.1. Jeremy Chambers, Director of Law, Governance and Elections
jeremy.chambers@lewisham.gov.uk, 020 8314 7648



Safer Stronger Communities Select Committee

Report title: Introduction to the Safer Communities Service and the council's statutory role on crime and disorder

Date: 16 June 2022

Key decision: No.

Class: Part 1

Ward(s) affected: All

Contributors: Director of Communities, Partnerships and Leisure

Outline and recommendations

The purpose of this paper is to provide the Safer Stronger Communities Select Committee with an introduction to the Safer Communities Service and the council's statutory role on crime and disorder.

Members of the Safer Stronger Communities Select Committee are recommended to consider, note and comment on the presentation.

1. Summary

- 1.1. The purpose of this item is to provide the Safer, Stronger Communities Select Committee with an introduction to the Safer Communities Service and the council's statutory role on crime and disorder.
- 1.2. Members are asked to consider the presentation and document attached at **Appendix A and B** and ask questions to the officers in attendance at Committee.

2. Recommendations

- 2.1. Members of the Safer Stronger Communities Select Committee are recommended to consider, comment on and note the presentation.

3. Policy Context

- 3.1. The Council's *Corporate Strategy 2018-2022* outlined the Council's vision to deliver for residents over the previous four years and includes the following priorities relevant to this item:

[Open Lewisham](#) - Lewisham is a welcoming place of safety for all, where we celebrate the diversity that strengthens us.

[Building safer communities](#) - Every resident feels safe and secure living here as we work together towards a borough free from the fear of crime.

3.2. The Corporate Strategy for the next four years is currently in development and the Safer Lewisham Plan will be updated by the end of 2022 for the new financial year.

3.3. The Council's *Covid-19 recovery plan*, **Future Lewisham**, includes the following priority relevant to this item:

A future we all have a part in

We work together as one borough, within our communities and identities, to harness the power of volunteering and community spirit that has helped get us through the last year.

We will work alongside our strongest asset – our community – to strengthen and enhance our borough for everyone. We achieve more together and being connected and taking an active role in our borough benefits us all. Our year as Borough of Culture 2022 will be Lewisham's best year yet, celebrating our fantastic part of London and providing opportunities for everyone to connect and get involved in our local community.

4. Financial implications

4.1. There are no direct financial implications arising from this report.

5. Legal implications

5.1. There are no direct legal implications arising from this report.

6. Equalities implications

6.1. One of the major planks of the Public Health approach to violence reduction is the reduction of disproportionality as set out in the presentation. The Committee will consider wider Equalities matters when reviewing the report and when making any recommendations.

7. Climate change and environmental implications

7.1. There are no direct climate change or environmental implications arising from this report.

8. Crime and disorder implications

8.1. The purpose of the presentation is to set out the strategic approach to reducing violence – particularly amongst young people.

9. Health and wellbeing implications

9.1. The overall purpose of the Public Health approach is to improve the overall health and wellbeing of all residents in the borough.

10. Report contact

10.1. James Lee, Director of Communities, Partnerships and Leisure
james.lee@lewisham.gov.uk

Appendix A – Presentation - Introduction to the Safer Communities Service and the

Is this report easy to understand?

Please give us feedback so we can improve.

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council's statutory role on crime and disorder

Appendix B – Tackling Disproportionality – London Councils' Good Practice Case Study on Lewisham

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Introduction to the Safer Communities Service and the council's statutory role on crime and disorder

Safer Stronger Communities Select Committee

6th June 2022

- This presentation is an update on one given to the final meeting of the Committee in the previous administration
- It provides an overview of the Safer Communities Service – formerly Crime, Enforcement and Regulation – but focuses on statutory role in Crime and Disorder and an overview of current work including:
 - Reflections on previous Safer Lewisham Plan and the impact of Covid
 - Transforming data into insight
 - Public Health approach to violence reduction
 - Community engagement
 - Work with schools and young people
 - DA/VAWG Strategy
 - Contextual Safeguarding and review of early help
 - Strategic Assessment and review of approach

The Safer Communities Service has a key role in preventing, reducing and responding to risk taking behaviour and crime, and the impact of related harm in relation to vulnerable individuals and communities.

The Service is underpinned by numerous frameworks, which include strategies, legislation, Service Level Agreements through to policy and process. We are accountable to Government agencies, Stakeholders, Members and most importantly residents. Our work is complex, continually changing, informed by research development to ensure best practice.

In October 2021, the Services' name changed as did the focus, which was to combine the benefits of bespoke operational delivery with a new emphasis on expertise and strategic planning in line with the specialist areas within the structure.

Since this time we have facilitated a large scale recruitment campaign in order to strengthen leadership, management and partnership as well as improving the quality of all service delivery through a streamlined service delivery that prioritises proficiency.

Through the implementation of bespoke strands the Safer Communities Service manages the following areas

- Closed Circuit Television (CCTV)
- Community Engagement
- Anti-Social Behaviour
- Licensing
- Prevent
- Statutory Nuisance
- Trading Standards
- Violence Against Women & Girls (VAWG)
- Violence Reduction (Aged 24 & Under)
- Integrated Offender Management

We are committed to providing a resident focused service that improves community cohesion and feelings of safety, through effective strategic direction, underpinned by an efficient and effective front line service.

- The Crime and Disorder Act 1998 as amended by section 97 and 98 of the Police Reform Act 2002, places a requirement on Community Safety Partnerships (CSP) (In Lewisham, the Safer Lewisham Partnership) to develop a three year Crime and Disorder Strategy which sets out how crime and Anti-Social Behaviour will be tackled
- Community Safety Partnerships must produce a Strategic Assessment to ensure emerging community safety trends are captured, and priorities are refreshed where necessary
- Lewisham Council and the Safer Lewisham Partnership have a statutory obligation to analyse crime and disorder problems in the borough and agree priorities for action
- The most recent plan was agreed in 2019 and a new plan is in development for the end of 2022 following an overarching Strategic Assessment undertaken in 2021 and an ongoing review of the borough's approach to tackling youth violence due to report in mid 2022.
- The timing of the new plan also takes account of the impact of the Covid on direct service delivery and the timing of the Lewisham Mayoral and Council elections.

- Adopting a public health approach to tackling violence
- Making Lewisham a trauma informed borough
- Place equal focus on victims and perpetrators to help support and bring about positive change
- Working with colleagues in **other London boroughs** on this agenda to share practice and findings will help to build the evidence base and opportunities for collaborative working.
- Working with the **London Mayor's office for policing and crime (MOPAC)**
- Working at a **National level** to influence policy and bring about whole scale change is something we will continue to do working with colleagues in the Ministry of Justice, Home Office, National Crime Agency, and Department of Education
- All of these remain significant workstreams although progress has been slower than expected due to Covid and significant organisational changes across the partnership.

All of the previous work is ongoing but we are transforming our use of data to both inform priorities and track performance. We will align our work with the corporate Data Strategy and in addition aim to:

Improve Data Foundations

- Assess and improve data quality and storage
- Investigate untapped sources of information to fill in knowledge gaps (qualitative and quantitative)
- Upskill colleagues in:
 - data literacy
 - analytical software

Incorporate Intelligent Design

- Centralise disparate sources of information
- Automate repetitive processes
- Translate data to insight through clear communication, visualisations and dashboards
- Deploy cutting-edge analytical tools for deeper analysis where required

Target Insight

- Use knowledge of trends over time and current patterns to:
 - identify specific areas of concern
 - provide evidence for particular strategies
 - to direct policy change
- Use data responsibly, recognising the limitations as well as the benefits

Share and Collaborate

- Work with and learn from:
 - The LBL Insight Team and council specialists
 - Other local authority analysts and pan-London working groups
 - Community partners such as the MPS

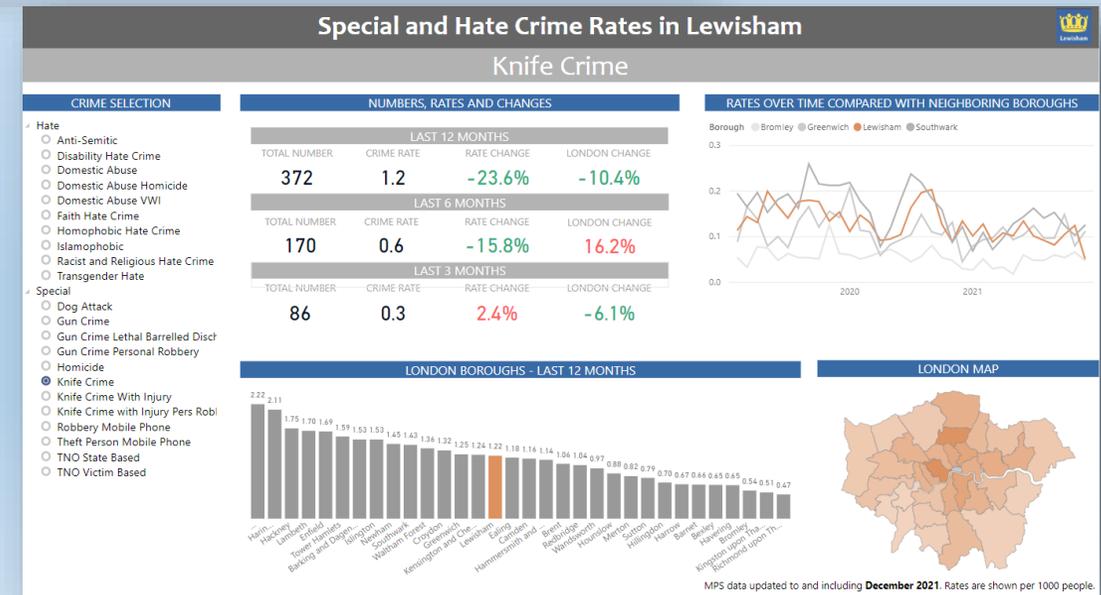
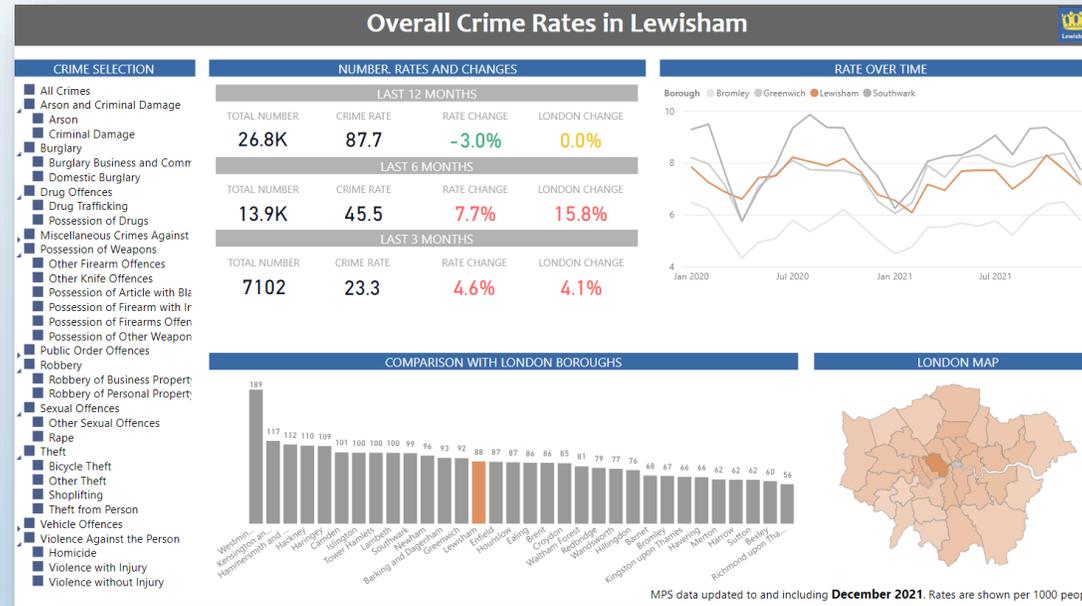
- **Optimise dashboards** to bring together and visualise data in a way that is useful and insightful, for example:
 - Concern Hub
 - Stop and search disproportionality
 - MPS Lewisham crime dashboard
 - Partnership notifications
- Identify and include information at a local level - **hotspots**
- Examine population sensitivity of stop and search disproportionality results
- Centralise other crime data sources such as **Modern Slavery** data and **Domestic Abuse** data; make more of the information already stored
- Keep **building relationships with the MPS** and increase access to useful, specific crime data
- Continue to attend **pan-London analyst partnership meetings** to learn about current issues or solutions
- Audit enforcement data & suggest recommendations to improve **data quality**
- **Deep-dive into ASB** across the borough – currently held in many locations and various reporting methods
- Build evidence base for **Public Space Protection Order** application

The Crime Dashboard includes information for main-crime and sub-crime categories, as well as those classified as Hate and Special crimes.

Currently includes information on trends over time, changes in crime rates over different periods of time, and comparisons with other London boroughs for context.

Other layers will be included to show hotspots of concern within Lewisham.

Data are retrieved from the MPS and visuals updated automatically.



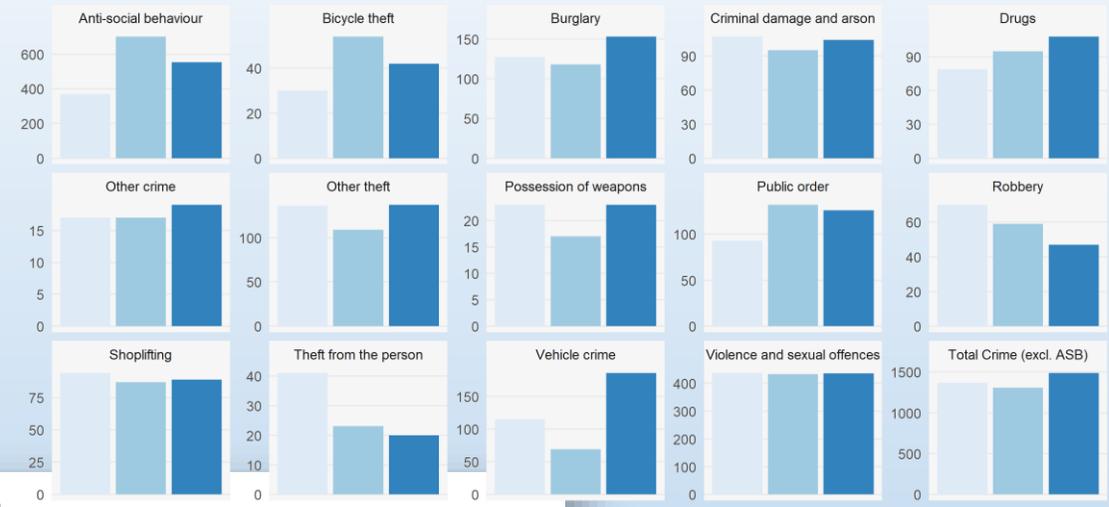
Ad hoc investigations undertaken into trends in certain locations and specific crimes requested for evidence to support grant bids or by residents.

Total Crime
Crime rate per 1000 people (12 month period to Aug 2021)

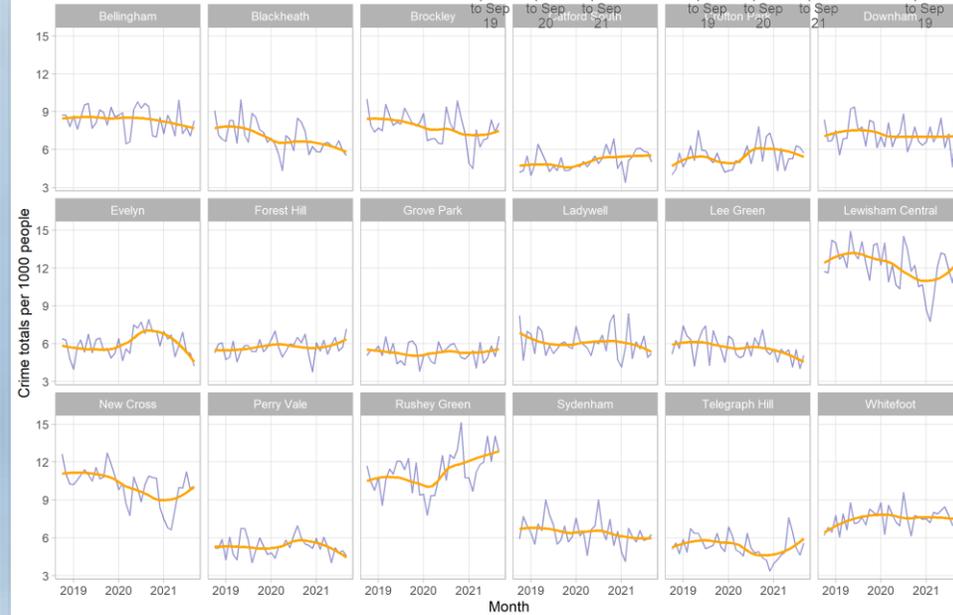


Source: police.uk

Criminal Offences in Rushey Green
Comparison of six month period March to September for 2019, 2020 and 2021



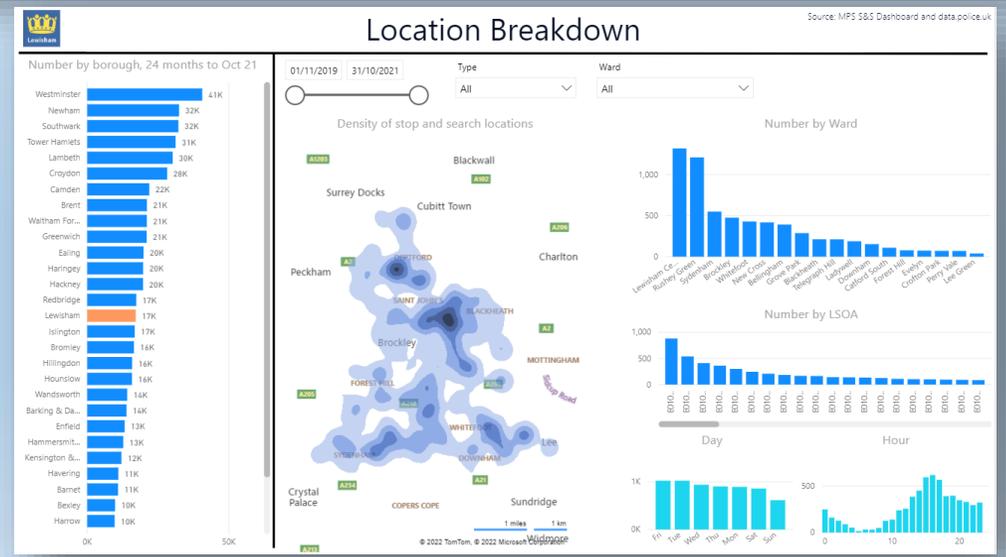
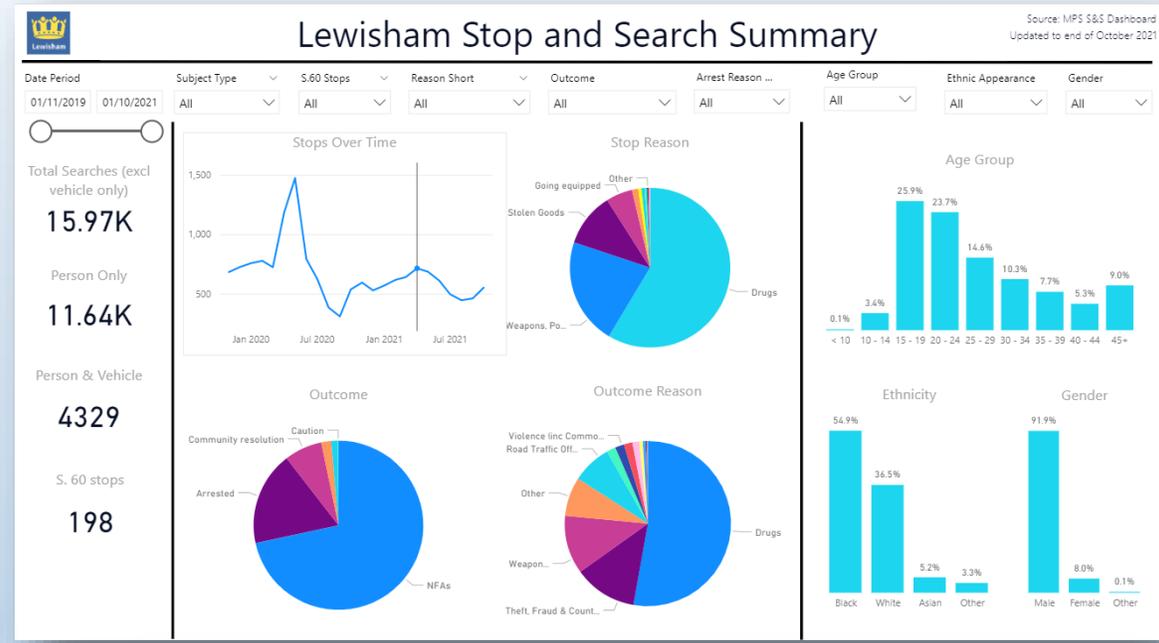
Crime rate by ward: Total Crime (excl. ASB)
Monthly values (blue) and trend (orange) to Sep 2021



Data to Insight: Investigating Stop and Search Disproportionality

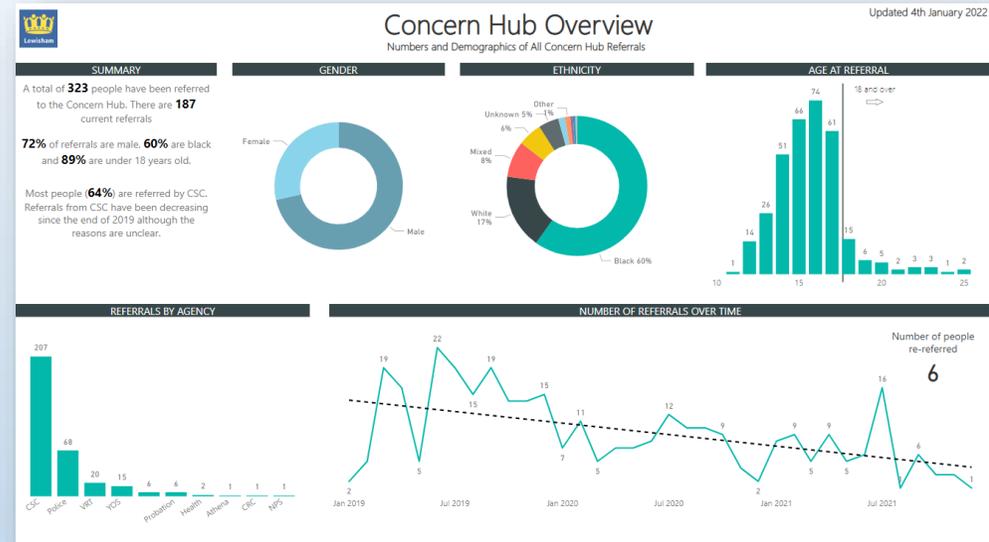
Dashboard created to visualise trends in stop and search data, understand who is being stopped and for what reason, and where.

Analysis to be completed on differences between 'people' and 'people and vehicle' searches, and the impact of different measures of population.



Concern Hub data transferred into a dashboard to help visualise the trends in referrals over time, understand the people being referred into the Hub and their current status.

Additional information will be incorporated to measure success and efficacy of the Hub.



What is a Public Health Approach?

- Science-driven
- Population-based
- Interdisciplinary & cross sector
- Extends better care and safety to entire populations
- Considers violence as the outcome of multiple risk factors and causes

- **What Steps are Necessary?**

- Define the Problem
- Identify Risk & Protective Factors
- Develop & Test Prevention Strategies
- Dissemination, Implementation and Evaluation

STRENGTHEN

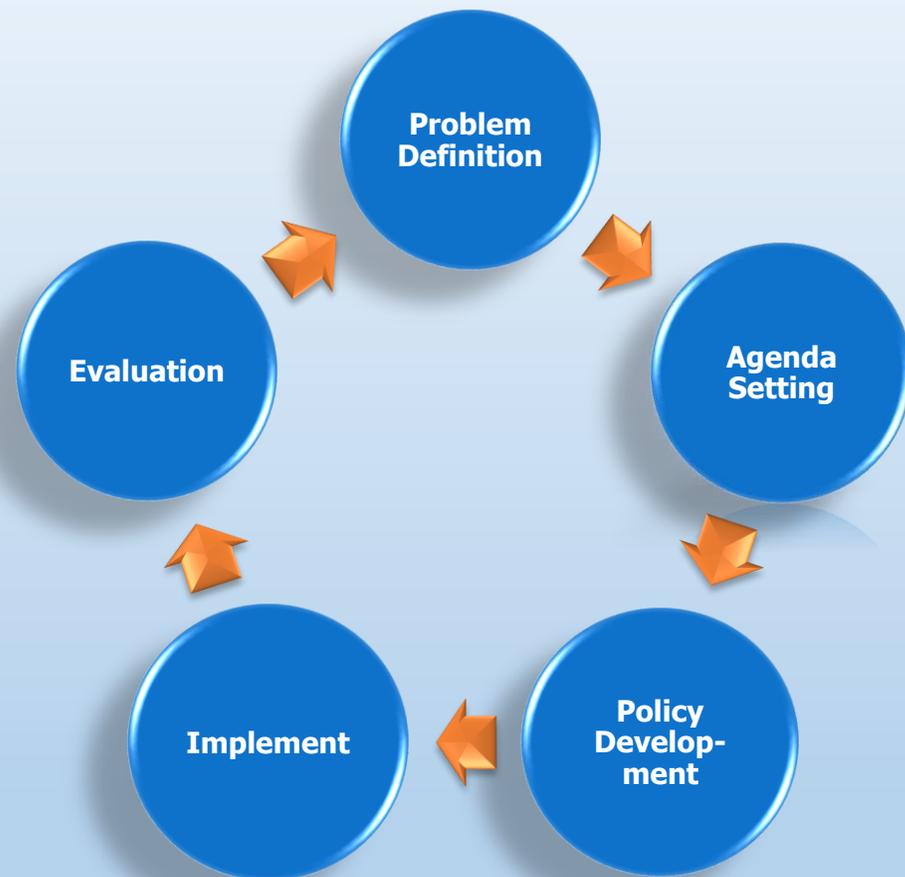
Performance Management Framework

EMBED

Key Performance Indicators & Management Information

ENSURE

A Whole Systems Approach



Original PH Approach Workstreams

1. Domestic Violence (DA) and Violence Against Women and Girls (VAWG)
2. Child Exploitation
3. Reducing Exclusions
4. Reducing Disproportionality
5. Community Engagement (Inc. Champions)
6. Mentoring
7. Creating Safe Community Spaces
8. Targeted Hotspot work
9. Empowering Communities and the Voluntary Sector

Community Engagement

Trauma Informed Training

Unconscious Bias Training

Child Exploitation Strategy

Early Help & Prevention Improvement

Domestic Abuse/VAWG Strategy

Training in Restorative Justice Approaches

Modern Slavery and Trafficking Network

Reduction in Exclusions

Community Champions trained in appreciative enquiry

Strategic Needs Assessment informing Service Delivery

Collaborative Partnership Development

Data Scientist Recruitment

- Twice weekly with the Police meetings covering:
 - Locations of risk
 - Individuals of risk
 - Community impact and tensions
 - Communications and engagement
- Partnership operations – Council, Police & Health
- Development of detailed dashboard and monitoring frameworks
- New strategies - Early Help, Child exploitation
- Ensuring coordination of strategies and action plans across the Council that focus on contextual harm
- New 5-year DA/VAWG Strategy

Corporate Priority 7: Building safer communities

Objective: develop a public health approach to youth violence and knife crime that looks at tackling the root causes

Work stream 1: Domestic Violence (DA) and Violence Against Women and Girls (VAWG)

Responsible Officer:
Jannet Hall

Work-stream aims	Key outcome measures	KPIs for scorecard/dashboard (sample)	Data Source	Frequency
<ul style="list-style-type: none"> Prevent violence and abuse through early intervention and education. Providing support that keeps individuals and their families safe from harm. Providing longer-term support to enable recovery following abuse Holding perpetrators to account whilst providing opportunity for change and support Working in partnership across agencies and with the community, to ensure our response to abuse is integrated, innovative and inclusive 	<ul style="list-style-type: none"> Increased identification and reporting, including increase in number of domestic abuse incidents reported to the Police, increase in number of referrals made to MARAC, and increase in number of self-referrals or referrals from family and friends to the Athena Service. Decrease in repeat victims including repeat MARAC cases and repeat presentations to Housing for victims of domestic abuse Increase in number of domestic abuse incidents reported to the Police where coercive control is identified Increase in the percentage of referrals to the integrated VAWG service for victims that have care and support needs, are marginalised or are from protected groups. Increase in the percentage of incidents where the perpetrator is charged and decrease of incidents withdrawn Increase in use of Domestic Violence Protection Orders, FGM Protection Orders and Forced Marriage Protection Orders 	<ul style="list-style-type: none"> No. of domestic abuse incidents responded to by the Police No. of MARAC referrals No. of self-referrals to Athena No. of family/friend referrals to Athena No. of MARAC referrals that are repeat victims No. of repeat victims (Police) No. of domestic abuse incidents reported to the Police where coercive control is identified % of VAWG service users reporting an end to all types of abuse and controlling behaviours % of domestic abuse incidents where perpetrator is charged No. of families supported by the Family Thrive Team, where domestic abuse is a concern No. of referrals to school as part of Operation Encompass No. of child and family assessments completed by CSC where domestic abuse is a concern 	<ul style="list-style-type: none"> Police Housing Services Athena Service MARAC Children’s Social Care Family Thrive 	Quarterly

Lewisham Domestic Abuse and Violence against Women and Girls Strategy 2021–26

Summary



Priorities

Our five priorities for tackling domestic abuse and violence against women and girls (VAWG) are:

- 1 Prevent**
Preventing violence and abuse through early intervention and education.
- 2 Protect**
Providing support that keeps individuals and their families safe from harm.
- 3 Recover**
Providing longer-term support to enable recovery following abuse.
- 4 Pursue**
Holding perpetrators to account whilst providing opportunity for change and support.
- 5 Partnership**
Working in partnership across agencies and with the community, to ensure our response to abuse is integrated, innovative and inclusive.

Survivors of abuse in Lewisham told us that:

- “ There isn't enough understanding of coercive control amongst professional and in the community, including what this looks like and the huge impact it can have.
- “ There is a lack of awareness in the community about how to get support for victims.
- “ There is not enough support to help survivors and children to recover from abuse.
- “ It is really important for professionals to have the courage to ask difficult questions and genuinely understand the problem.
- “ Empathy, compassion and respect are valuable qualities for professionals to hold when working with victims and their families.

Our action plan for the next five years is:

1

Priority 1: prevent

We will:

- Deliver public campaigns which raise awareness of abuse and how to get support
- Produce a specific campaign focused on coercive control highlighting our zero-tolerance approach
- Develop a toolkit for primary and secondary schools to strengthen their delivery of healthy relationships education
- Deliver training to staff working in Lewisham on spotting the signs of abuse and responding safely
- Work with community organisations to deliver training that recognises cultural difference in identifying and responding to VAWG

2

Priority 2: protect

We will:

- Continue to commission a community-based specialist VAWG service, including refuge provision for victims feeling abuse
- Continue to deliver gold-standard Multi-Agency Risk Assessment Conferences for high-risk victims
- Enact the changes within the Domestic Abuse Bill
- Ensure that domestic abuse is a priority for our new Early Help Service – Family Thrive
- Ensure implementation of Domestic Abuse Housing Alliance Accreditation within Lewisham Housing
- Ensure services across Lewisham use routine screening for domestic abuse, and develop a process for auditing this, in partnership with survivors

3

Priority 3: recover

We will:

- Ensure all services respond in a trauma-informed way when supporting victims of abuse, to prevent repeat victimisation
- Maintain provision of evidence-based recovery programmes for victims and their children
- Create forums for professionals to enable peer supervision and reflection
- Develop a practical tool to be used by agencies when ending their involvement with victims, to enable access to follow-up support
- Work with the specialist VAWG service to facilitate the development of survivor peer support networks

Our action plan for the next five years (continued)

4

Priority 4: pursue

We will:

- Continue the use of tenancy enforcement tools and Sanctuary Schemes, to create safety for victims within their homes
- Increase the use of protection orders, including Domestic Violence Protection Orders, FGM Protection Orders and Forced Marriage Protection Orders
- Establish an advisory hub for professionals to provide them the skills and confidence to work with perpetrators
- Seek external funding to commission holistic support programmes for perpetrators of abuse
- Develop a toolkit for non-specialist staff focusing on working with fathers and partners that are perpetrators of abuse

5

Priority 5: partnership

We will:

- Establish a Survivor Advisory Group responsible for providing scrutiny of the strategy, feedback on services, and co-production of campaigns, training and tools
- Create a space for professionals to share best practice tools and techniques and reflect on the experience of supporting victims and perpetrators
- Evaluate the impact of the Domestic Abuse Advisory Hub pilot within Children's Social Care, and aim for long-term delivery
- Use tools and processes to capture the voices of children and young people affected by domestic abuse, when evaluating services and programmes
- Ensure that Lewisham Council and other key partner agencies have a Domestic Abuse Policy for staff affected by domestic abuse

The next slides provide an update on work underway following the launch of the Domestic Abuse and VAWG Strategy in December 2021.

Strategy Action: Develop tools and training for primary and secondary schools to strengthen their delivery of healthy relationships education as part of the RSE curriculum, including to give them the confidence and skills to discuss issues of VAWG and domestic abuse.

Lewisham Public Health commissioners are working with Lambeth and Southwark to commission a specialist provider to deliver training and resources to secondary and special schools around sexual health and relationships teaching and behaviour. The support programme will go live on the 1st of April and for one year until March 2023. Domestic and VAWG will be included within the scope of this project, and a toolkit will be produced to help schools to teach and discuss this issues with pupils past the lifetime of the contract.

DA Schools Policy
Healthy Relationships Programme

Strategy Action: Develop resources to support agencies to implement routine enquiry for VAWG, and then develop an auditing process to assess the use of routine enquiry and the effectiveness of response to disclosures.

A project group bringing together staff across LBL, SEL CCG and health providers, is developing a survey to identify barriers to conversation and training needs amongst staff. Lanyards for practitioners providing cues around appropriate language and lines of questioning are being printed, and will be distributed to partner agencies across the borough, including health, social care, supported housing, and substance misuse services. A poster to raise awareness of coercive control is also in development.

Strategy Action: Develop and implement a Lewisham-specific domestic abuse policy, relating specifically to the workforce

The need for a wrap-around domestic abuse policy for Lewisham staff has been identified, which includes how staff can safeguard colleagues that make disclosures. This is currently in draft and the next step is for it to go through a process of consultation.

Strategy Action: Deliver and evaluate the Domestic Abuse Advisory Hub

LBL Children's Services have established the **Domestic Abuse Advisory Hub**, a panel with membership from Specialist Social Workers, a Father's Worker, IGVA, and Coercive Control Expert. The Hub brings together multi-disciplinary staff to provide a whole-family perspective on challenging cases presented by Social Workers. The Hub has received overwhelmingly positive feedback from Social Workers and has been shown to have a positive impact on Social Work practice with families affected by domestic abuse. With grant funding for this initiative coming to an end, LBL are considering how we continue to deliver the Hub within mainstream provision.

In addition, Children's Social Care have established a consultation offer for Social Workers, delivered by two Advanced Practitioners in Domestic Abuse. In 2021, advisory and practical support was provided to 77 cases of families affected by abuse on Child in Need and Child Protection Plans.

Across these interventions, an improvement in the skills, confidence understanding of Children's Services staff has been observed, including; improved safety planning for children and parents, improved confidence and skill of staff when working with fathers who are perpetrators, more appropriate use of language, improved awareness of staff in identifying risk signs, and increased use of evidence-based tools and techniques when supporting families.

An independent evaluation by the Anna Freud Centre is due to be published in Spring 2022.

Strategy Action: Train local multi-agency staff in a range of evidence-informed approaches to working with children, young people and families affected by domestic abuse

In 2021 LBL trained 92 staff across five programmes; the Children Overcoming Domestic Abuse programme, The Freedom Programme, Caring Dads and Escape the Trap. The majority of staff were from Children's Services, however 23 were from within partner agencies across Lewisham. 16 staff have gone on to deliver these programmes with local families. Additional training has been delivered to Social Workers on working with men in the Children's Social Care system, in response to skill gaps identified.

Domestic Abuse Advisory Hub 2021	
DA Advisory Hub sessions held	23
Cases discussed	52
Social Workers attended	39
Total number of children in cases discussed	160
6-week follow up	
Recommendations from Hub progressed by SW	81%
Recommendations from Hub discussed in subsequent supervisions with SW	77%
Recommendations discussed with family and reflected in an updated Child In Need/Child Protection Plan	65%
Recommendations have informed the focus of subsequent work with the family	56%
Evidence of improved engagement with fathers and partners	46%

Strategy Action: Establish an Equality, Diversity and Inclusion Board to ensure we embody equality, diversity and inclusion-led best practice across the VAWG partnership

Job descriptions are being drafted to recruit community-elected representatives to a new EDI board, including linking with individuals and organisations that represent marginalised groups, such as LGBTQI, NRPF, and those with disabilities. These representatives will be upskilled in domestic abuse awareness so that this knowledge can be cascaded at a community level.

Strategy Action: Perpetrators are offered help to address their behaviour at the earliest opportunity, to prevent ongoing violence

LBL are working with local Met Police to develop and distribute materials promoting behaviour change. This will be distributed within custody suites and to those arrested and detained in connection with alleged domestic abuse related offences.

Strategic Action: Review the current Multi-Agency Risk Assessment Conference (MARAC) process and implement improvements to address gaps identified

An audit has been undertaken of the current arrangements and a number of changes implemented in response to this. These include; implementation of an amended referral form designed to improve the quality of initial referral(s), due diligence and effective multi-agency working, a new minutes template developed and implemented, transition to a bi-weekly MARAC designed to reduce single sitting case numbers, and bring about safe hearing practices, and a reduction of attendees to include only those with key case contributions.

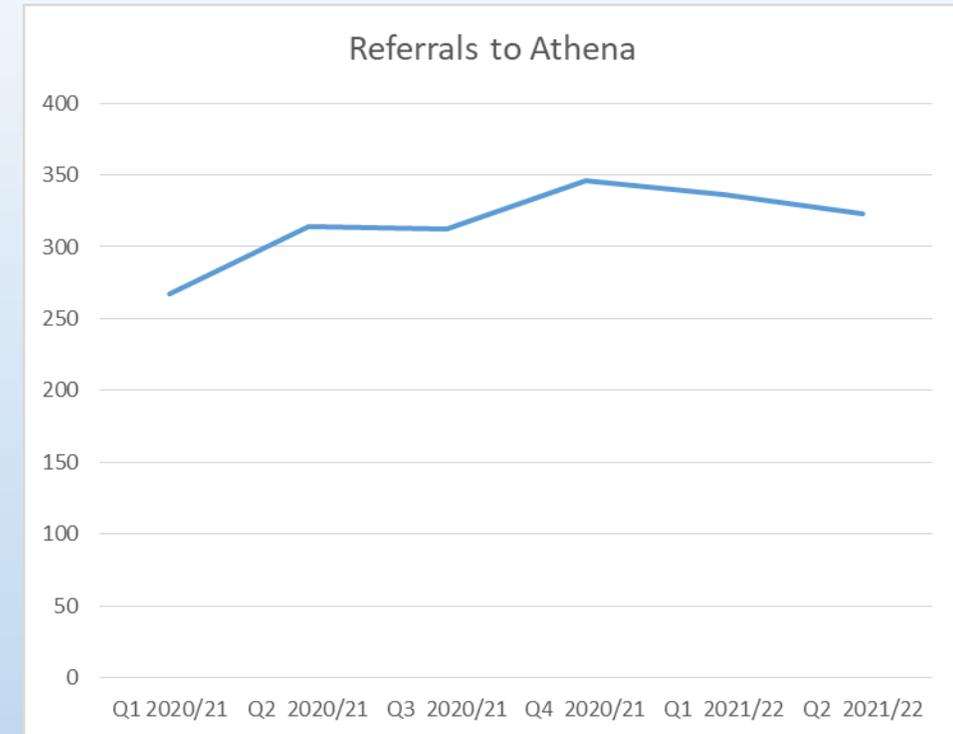
Strategy Action: Improve practice of partner agencies in relation to the MARAC process

MARAC Presentation Training is in development and will be delivered to all partners, alongside delivery of core training around domestic abuse. Practice guidelines will be set out for all partners.

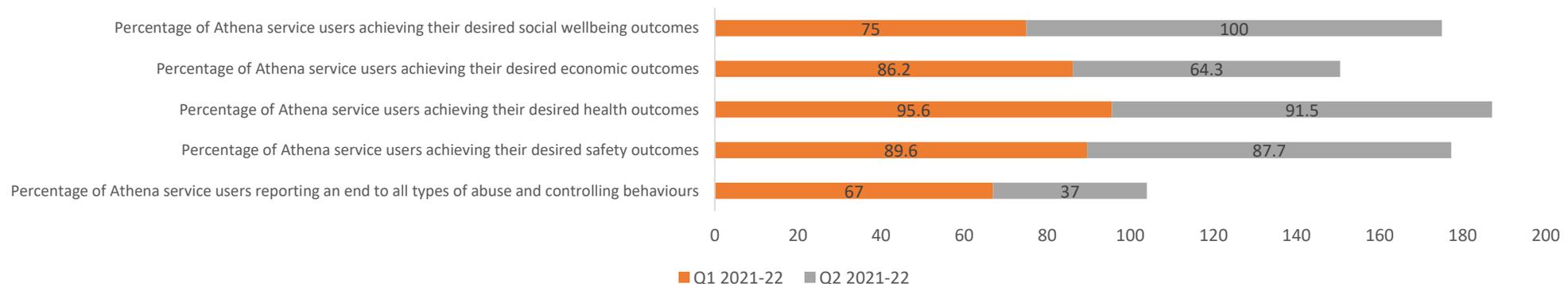
Strategic Action: Improve routine contract and performance monitoring of community-based specialist VAWG service and refuge provision.

An initial contract review and audit of the Athena service has been completed, and a Service Improvement Plan is being developed with the provider to address identified gaps. LBL will be working with the provider increase opportunities to publicise and promote public confidence in Athena within the Lewisham partnership. Planning for a review and audit of all Lewisham refuges is also underway.

Referrals to the Athena service increased steadily throughout 2020, peaking between January to March 2021. Since this they have been gradually decreasing.



Athena outcomes %



Met Police data on Domestic Abuse

Police data on Domestic Abuse includes any crime reported to the Police and includes the categories 'Domestic Abuse with injury', 'Domestic Abuse without injury' and Domestic Abuse Homicide'.

Data shows that reports of domestic abuse crime in Lewisham through the majority of 2021 were lower than the previous two years, however they have increased over the last quarter of 2021.

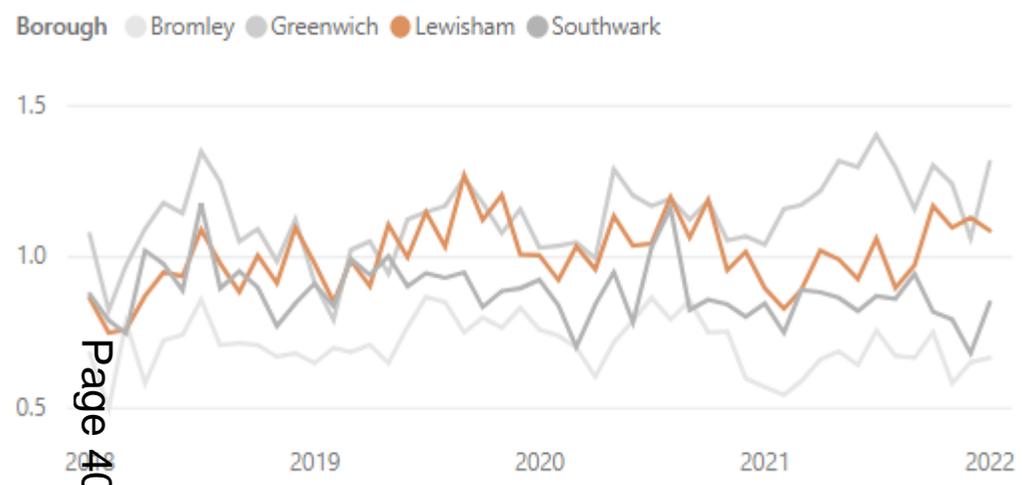
Lewisham has the 7th highest level of domestic abuse crime in London. This increase in the Lewisham domestic abuse crime rate has not been observed across London as a whole, where the crime rate appears to be decreasing over the last three months.

On average Lewisham has higher domestic abuse crime rates than Bromley and Southwark, but lower than Greenwich.

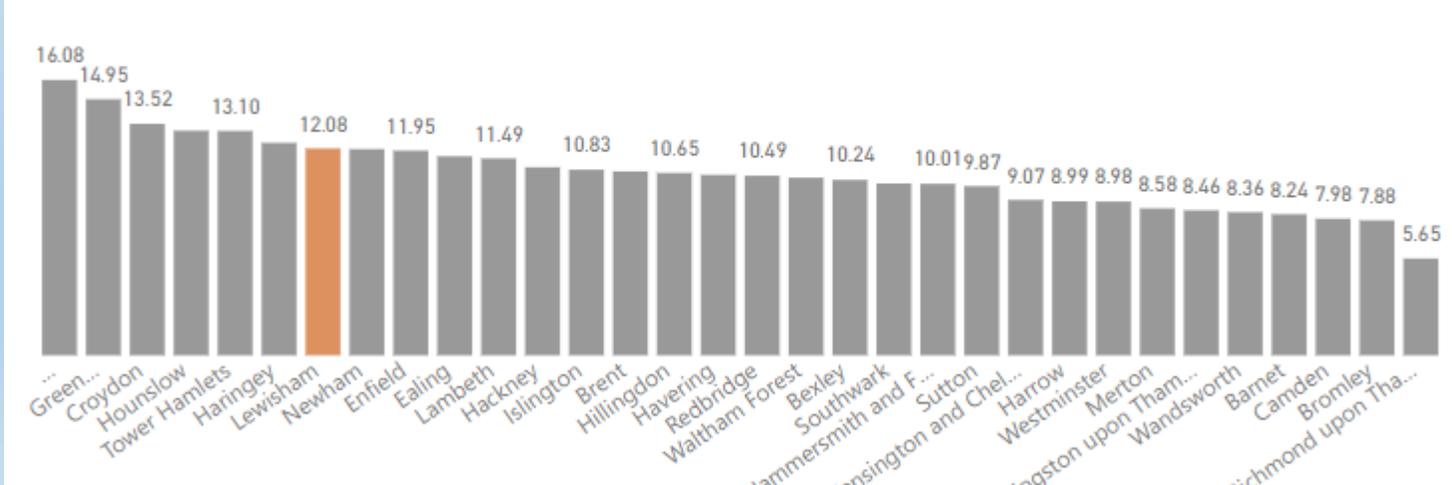
Strategy Action: LBL are working with the Met Police to increase the to volume and depth of data provided around domestic abuse crime, including to include demographic information on victims and perpetrators to provide a richer understanding of patterns and profiles of abuse in Lewisham

NUMBERS, RATES AND CHANGES			
LAST 12 MONTHS			
TOTAL NUMBER	CRIME RATE	RATE CHANGE	LONDON CHANGE
3687	12.1	-3.1%	1.9%
LAST 6 MONTHS			
TOTAL NUMBER	CRIME RATE	RATE CHANGE	LONDON CHANGE
1940	6.4	11.0%	1.2%
LAST 3 MONTHS			
TOTAL NUMBER	CRIME RATE	RATE CHANGE	LONDON CHANGE
1012	3.3	9.1%	-2.8%

RATES OVER TIME COMPARED WITH NEIGHBORING BOROUGHES



LONDON BOROUGHES - LAST 12 MONTHS



Corporate Priority 7: Building safer communities

Objective: develop a public health approach to youth violence and knife crime that looks at tackling the root causes

Work-stream 2 : Child Exploitation

Responsible Officer: Mick Brims

Work-stream aims	Key outcome measures	KPIs for scorecard/dashboard	Data Source	Frequency
Prevent, Protect, Pursue and Repair Leadership and workforce development	<ul style="list-style-type: none"> Improve early identification of children who are at risk of exploitation or being exploited in Lewisham (e.g children missing from school, gangs) Reduce exclusion Prevent vulnerabilities from escalating into social or educational exclusion, neglect and abuse Leadership and workforce development (workforce training, modelling around trauma, use common language that people identify with, reduce unconscious bias) 	<ul style="list-style-type: none"> Total CSE Reports (quarterly) Total number of homelessness applications where applicant is at risk of/has experienced sexual abuse/exploitation Total Children/Young People known to be exploited via CCE/County Lines No. children aged 0-17yrs identified as an 'Exploited Person' by MPS No. children aged 18-24yrs identified as an 'Exploited Person' by MPS Total missing/absent reports for children and adults Number of reports of young people reported missing to police % CYP missing episodes vs all missing episodes No & % of staff who have received cultural competence, unconscious bias training. 	<ul style="list-style-type: none"> Children's Safeguarding Police crime data 	Monthly Quarterly



Youth Offending Service

- Continues to achieve higher reductions in re-offending compared to family boroughs
- Lowest level of remand and custodial sentences ever recorded
- Young people reported high levels of safety, comfort and trust when attending the YOS. 95% surveyed feel 'safe,' 97% feel 'comfortable,' 100% of young people feel they can trust their YOS worker. (Goldsmiths Evaluation 2019)
- Recognised by London councils as best practice for London in establishing a culturally competent approach to youth justice (London Councils website)
- In 2020 Lewisham YOS won the Municipal Journal National award for workforce transformation recognizing the value of Lewisham's Whole System Model
- HMIP Inspection (thematic 2021) on the needs of Black and Mixed heritage boys in the Youth Justice System highlighted Lewisham for the clear anti- racist strategy and commended our culturally aware family therapeutic approach

Adolescent Safeguarding

- New Child Exploitation Strategy for interventions that PREVENT, PROTECT, RESTORE, PURSUE
- Preventing child exploitation and harm through system wide change that embeds contextual safeguarding practice
- Review and re-invention of our Concern hub panel and systems in line with pan-London MACE protocols
- Concern hub partnership has developed a Contextual Safety-restorative practice approach piloted in select Lewisham's schools to help pupils build sustainable relationships with peers and staff and to address the relational and contextual harms.
- Implementation of the new Home Office pan –London 'Your Choice ' CBT program building on existing trauma-informed and therapeutic approaches

Corporate Priority 7: Building safer communities
Objective: develop a public health approach to youth violence and knife crime that looks at tackling the root causes

Work-stream 3: Reduce Exclusion **Responsible Officer: Ruth Griffiths**

Work-stream aims	Key outcome measures	KPIs for scorecard/dashboard	Data Source	Frequency
<ul style="list-style-type: none"> Ensure appropriate support is in place to reduce permanent exclusion and fixed exclusion rates. Leadership and workforce development 	<ul style="list-style-type: none"> Reduce rate of permanent exclusions Reduce rate of fixed period exclusions Reduce the underlying issues that lead to exclusion Restore relationship with schools Leadership and workforce development (workforce training, modelling around trauma, use common language that people identify with, reduce unconscious bias) 	<ul style="list-style-type: none"> No & % of primary/secondary exclusions by protected characteristics, such as disability, gender or race No & % of primary/secondary fixed period exclusion by protected characteristics, such as disability, gender or race No & % of primary/secondary exclusions by reason for exclusion protected characteristics, such as disability, gender or race and by academic year Proportion of Primary/secondary exclusions by ethnicity, gender and SEN (per 1,000) and academic year No & % of staff who have received cultural competence, unconscious bias training. 	<ul style="list-style-type: none"> School Census Exclusions Annual report 	<p>Per School Term</p> <p>Annually</p>

In 2020/21 there continues to be decrease, by **35 per cent**, in the number of permanent exclusions from Lewisham schools. Although exclusions continue to be disrupted by Covid-19, the collaborative approach in Lewisham, the efforts of Lewisham Secondary schools to avoid last resort approaches, the work of the Fair Access Panel and the Inclusion Partnership is still having a positive impact. Since 2016-17 there has been a 84% decrease in permanent exclusions.

Year	2020 /21	2019 /20	2018 /19	2017 /18	2016 /17
Permanent exclusions	11	17	19	43	63

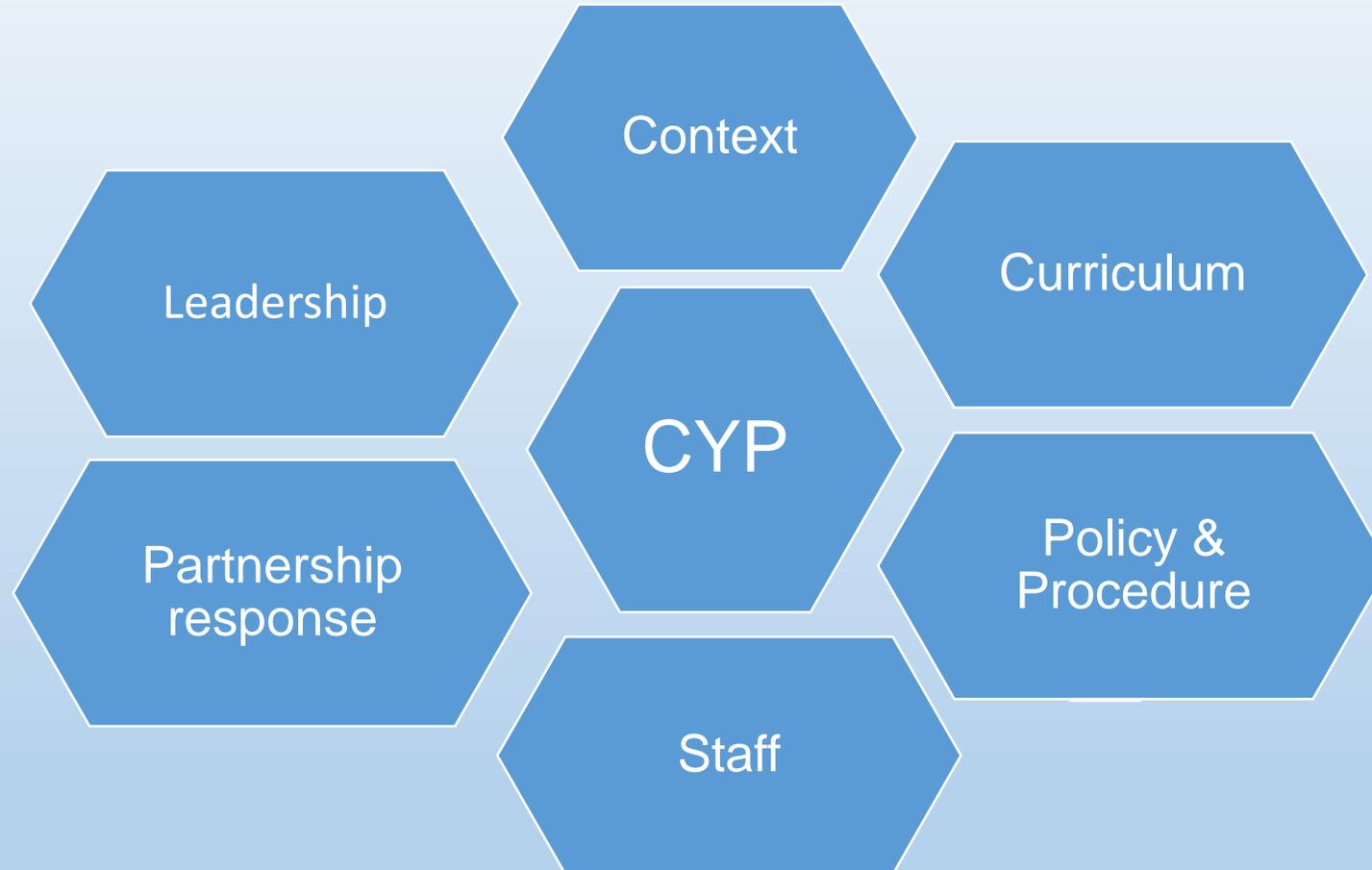
In schools and further education and skills providers, leaders, governors and managers should assume that sexual harassment, online sexual abuse and sexual violence are happening in and around the setting, even when there are no specific reports. They should put in place a whole-establishment approach to address them.

(Ofsted Framework, Sep 2021)



“Assume that sexual harassment,
online sexual abuse and
sexual violence is happening”





- Ongoing all-schools briefings - contextual safeguarding and next steps.
- Half day workshop, Nov 21- schools SG team/ VR team
- Self assessment tool
- Commissioned offer - one day consultant support for targeted schools, to support embedding contextual safeguarding.
- Public Health lead- regular updates to RSHE curriculum portal- to ensure up to date resources available (informed by resources school have tried & tested)
- Parents in the community- continue to offer an promote Parent Zone
- Community safety officer, specialist in tech abuse offer to schools
- Engaging governors around changing school culture and identifying positive cultures. (Jan 22)
- Toolkit for schools (Brook Traffic light Tool- interim)
- Contextual safeguarding portal
- Immersive safety approach
- Link to Domestic Abuse and Violence Against Women and Girls Strategy
- One in Four, specialists in harmful sexual behaviour- link into schools.
- Preventative approach to looking at misogyny at primary school level.
- Capture CYP voice

Corporate Priority 7: Building safer communities

Objective: develop a public health approach to youth violence and knife crime that looks at tackling the root causes

Work-stream 4: Reduce Disproportionality

Responsible Officer: Keith Cohen/Jannet Hall

Work-stream aims	Key outcome measures	KPIs for scorecard/dashboard	Data Source	Frequency
<ul style="list-style-type: none"> tackle the issue of trust in the legal system work with the police to ensure that stop and search is used in a responsible intelligence-led manner. (reduce no of ineffective stop & search) Ensuring child protection measures are proportionate to prevent over representation in the criminal justice system. Understand client journey. Leadership & Workforce development 	<ul style="list-style-type: none"> Reduce over representation of Black children in the criminal justice system Reduce disproportionality in vulnerability to criminality (e.g reduce school exclusions) Prevent children coming into the criminal justice system. Reduce knife crime Reduce disproportionality in health – (particularly mental health) Increased trust in the system Improve access to psychological services and therapies for Black children Leadership & workforce development (workforce training, modelling around trauma, use common language that people identify with, reduce unconscious bias) 	<ul style="list-style-type: none"> Proportion of young black people in the system as a proportion of the population. No & % of reported successful stop & search cases by demographic (e.g race, age, gender), location, region, reason No & % of knife crime related incidences by race, age, gender, area Reason of access to A & E by related incident, race, age, gender. Proportion of recorded cases by medical condition, type of crime, relation to victim) by race, age, gender, area, No & % of children in concern hub by race, age, gender, disability, family status, housing status, reason No & % of School exclusions by of ethnicity, race, age, gender, SEN No & % of people who say they have increased trust in the system No & % of staff who have received cultural competence, unconscious bias training. No of services where over representation is collected & reported on. No of services where over representation is in their annual plan 	<ul style="list-style-type: none"> Police crime data Mental health team Hospital A & E data Concern hub Access, Inclusion and Participation Team (CYP) Resident Survey 	<ul style="list-style-type: none"> Qtrly Mthly Annual Mthly School Term Annual

- The borough has spent the last six or so years becoming trauma informed, a key component of this is establishing a culturally competent workforce and environment.
- The starting point is to ensure services and the support being provided is not doing any further harm – key foundation in the journey of change.
- The council has also looked at the diverse backgrounds and identities across Lewisham to contextualise the need for a new approach, ensuring the work is evidence based – the importance of using strong data.
- Used external facilitators for a period of 6 weeks to help identify challenges and ambitions.
 - Self-assessment to examine and understand the where and how young black people were experiencing racism. Holding the organisation /service to account
- Workforce resilience – equipping the team with what they need to connect with families. Also means providing resilience for young people and their families to ensure they feel safe enough to engage
- Addressing unconscious bias:
 - Ensuring diversity at all levels across the service, having a representative workforce
 - Developing a culture/way of working that's relevant e.g. openness, lack of defensiveness
 - Shifting from unconscious bias to proactively anti-racist
- Championing the approach to partners – building trust with communities, promoting activities, engaging with partners to shape the narrative.

In 2020 LYOS won the National MJ Award for workforce transformation – in recognition of service change and leading the council towards a trauma

External facilitators led workshops that helped identify and be honest about challenges, but also identify ambitions responsive service – considering unconscious bias a child first stance – and its restorative practices.

Using the ‘journey of the child’ data, LYOS has begun the process of examining the pinch-points in the system where young Black/mixed heritage children can potentially face bias and discrimination.

LYOS in collaboration with our key partners have devised an Anti- Racist Action plan, which aims to hold ourselves and our partners accountable as we challenge and change systemically racist practice

Trauma-informed approach

Lewisham Youth Offending Service is now described as a **‘Trauma-Informed Service’** (*Department of Education – Innovation Unit, 2018*). A trauma-informed service is one in which service delivery is influenced by an understanding of the impact of violence and victimisation on an individual’s life and development.

Restorative Justice

Complementing and linking with the trauma-informed response, the team has been developing **restorative practice** which allows a specific focus on an incident to achieve learning and shift from shame, therefore contributing to greater capacity to process Adverse Child Experiences (ACEs).

Unconscious Bias

The third key element is increasing **awareness of and understanding bias** in its many forms across the youth justice system. Our model identifies potential bias at each stage in the system.

Lewisham

Corporate Priority 7: Building safer communities

Objective: develop a public health approach to youth violence and knife crime that looks at tackling the root causes

Work-stream 5: Community Engagement (inc Champions)

Responsible Officer: Jannet Hall/Bhavna Tejpal

Work-stream aims	Key outcome measures	KPIs for scorecard/dashboard	Data Source	Frequency
<ul style="list-style-type: none"> Identify a place where the community is motivated and keen to engage with the issues of youth violence identify professionals, groups and people interested in that area Engage “hard to reach” communities Leadership and workforce development 	<ul style="list-style-type: none"> Young people, parents and community members can talk to Community Champions if they are concerned about violence An increase in community-led initiatives and projects aimed at keeping young people safe and putting an end to violence Improved understanding on the issues and risks around violence Improved awareness of the local service provision available to support young people, families and community members Leadership and workforce development (workforce training, modelling around trauma, use common language that people identify with , reduce unconscious bias) 	<ul style="list-style-type: none"> Effectiveness of community engagements how many people said they found event/engagement useful? No & % of staff who have received cultural competence, unconscious bias training 	<ul style="list-style-type: none"> Feedback reports Resident Survey 	<p>By event</p> <p>Annually</p>

Corporate Priority 7: Building safer communities

Objective: develop a public health approach to youth violence and knife crime that looks at tackling the root causes

Work-stream 9: Empowering Communities and the Voluntary Sector

Responsible Officer: Jannet Hall/Bhavna Tejpal

Work-stream aims	Key outcome measures	KPIs for scorecard/dashboard	Data Source	Frequency
<ul style="list-style-type: none"> Capturing young people’s voice – seldom heard Leadership and workforce development 	<ul style="list-style-type: none"> Build empathy of communities increased trust, young people feel safe and know who to talk to Right messenger, right voice Leadership and workforce development (workforce training, modelling around trauma, use common language that people identify with, reduce unconscious bias) 	<ul style="list-style-type: none"> No of people who say they know who to talk to when they feel unsafe No & % of staff who have received cultural competence, unconscious bias training. 	<ul style="list-style-type: none"> Resident Survey Monthly reports 	<p>Annually</p> <p>Monthly</p>

In June 2021, administrative for the Lewisham Safer Neighbourhood Board (SNB) and associated sub groups transitioned to Lewisham Council.

We confirmed that this support would not distract from the Safer Neighbourhood Board priorities or core functions, which included but was not limited to meeting scheduling, agenda preparation through to the compilation of minutes and the dissemination of papers.

In the latter part of 2021, the Council Data Scientist worked collaboratively with the Chair to identify Data provision and performance monitoring; in addition a Team of Council Officers are currently working alongside key SNB Members to develop an SNB Website, which should be live in the new financial year.

The Board is the main platform for Community Engagement and will be the focus of considerable work in 2022 to ensure that it is fit for purpose and considered an appropriate avenue for all those wishing to engage with crime reduction in Lewisham.

- Stop & Search (S & S) Project underway to obtain an overall position of S & S within the borough. Two surveys to obtain views, wishes and experiences – on the community's perception of S&S in the borough and following a Stop and Search
- Working with the Refugee council, Safer Neighbourhood officers and Athena to deliver workshops to refugees on how to report/access support if they are the victim of hate crime, DA/sexual violence, street harassment
- World café/Visioning event in Catford - facilitated by Mutual Gain. This event brought together community members and organisations to discuss and exchange views on violence in the borough, identify hot spots and highlight the good work being done in the borough
- Secured funding to deliver outreach and therapeutic work in areas of high levels of serious violence in Rushey Green/ Lewisham central. Project involves partnering with communities to understand the local challenges in order to develop trauma-informed approaches and provide clinical support which in turn will increase feelings of safety and community cohesion.

- Secured Prevention Critical incident grant funding towards 2 community engagement projects that will deliver preventative work in areas of high need, or to communities that are most impacted by knife crime/violence. One of these is Sip and Talk ; a parents and carers support group for those who have lost a young person or whose child has been physically injured as a result of serious violence
- Further work with VAWG service (violence against women and girls) on better understanding the needs, views and experiences of women from ethnic minority groups in the borough. Imkaan grant application being made to secure funding for CCC, VAWG Manager and other agencies to deliver community sessions on FGM, Honour based violence and familial abuse
- Boroughwide NCIL pot of £210,000 allocated to ‘Initiatives that seek to support local community groups to contribute to tackling crime and anti-social behaviour’ delivered by One in Four (London), Inspiring Your Imagination Ltd, Rio Ferdinand Foundation, Second Wave Centre for Youth Arts and TLG Lewisham Education Centre – Power the Fight
- Ward based NCIL funding to a variety of VCS partners include Youth First to deliver street based youth work in a number of wards.

Corporate Priority 7: Building safer communities

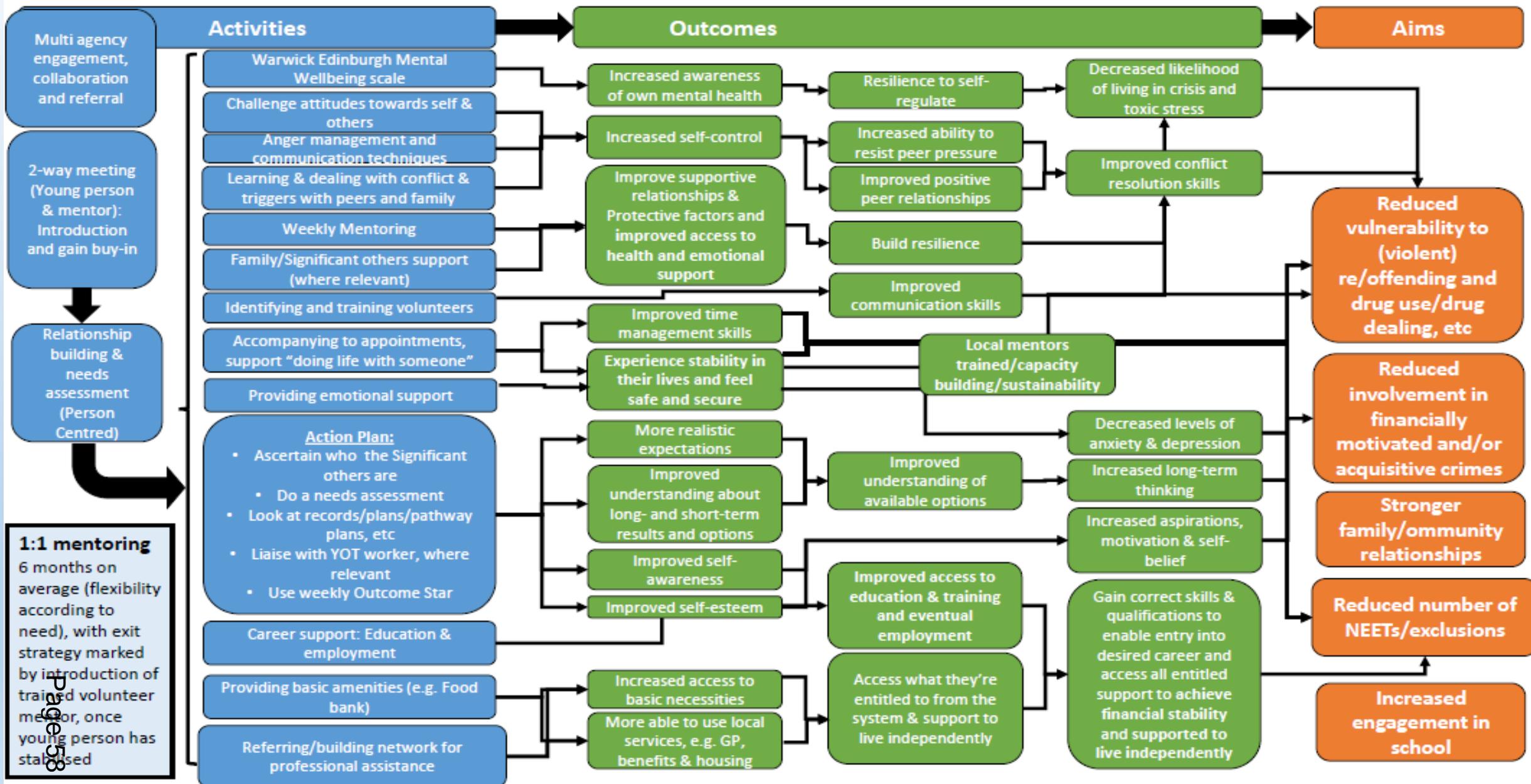
Objective: develop a public health approach to youth violence and knife crime that looks at tackling the root causes

Work-stream 6: Mentoring

Responsible Officer: Sara Rahman

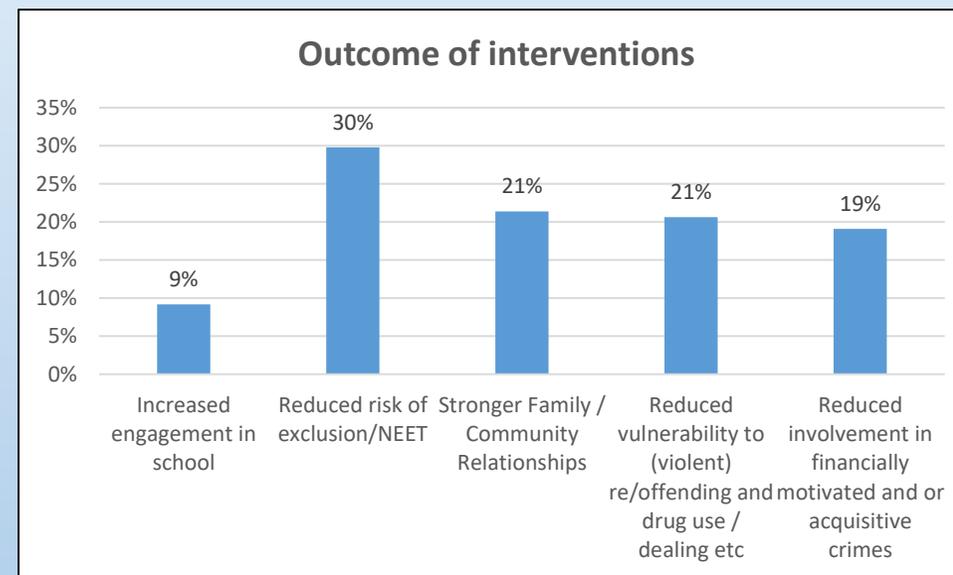
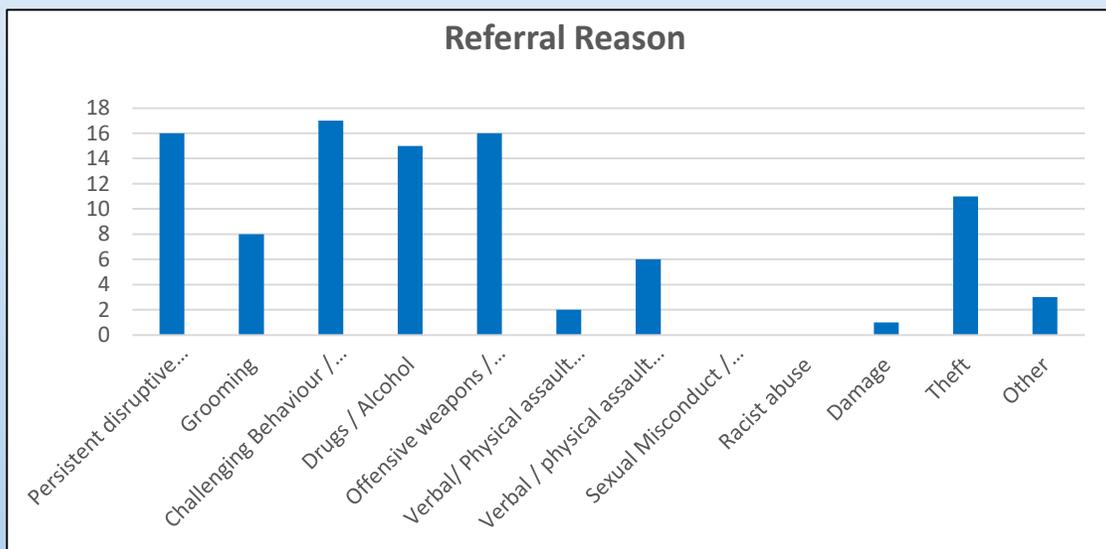
Work-stream aims	Key outcome measures	KPIs for scorecard/dashboard	Data Source	Frequency
<ul style="list-style-type: none"> • Deliver a mentoring offer to children and young people identified as at risk of exclusion or presenting challenging behaviour at school or other educational establishment • Deliver a mentoring offer to young people and young adults who are assessed as medium or high on the Multi-agency Concern Hub as part of a more holistic program of support • Deliver a mentoring offer to children and young people known to the Youth Offending Service as part of their interventions to prevent and reduce re-offending • Leadership and workforce development 	<ul style="list-style-type: none"> • Reduce the risk of school exclusion • Improve academic attendance and attainment • Reduce peer on peer violence and abuse • Improve emotional well-being and mental health • Improve skill development and employability • Reduce risky behaviours (such as youth offending, drug or alcohol abuse) • Leadership and workforce development (workforce training, use common language that people identify with, reduce unconscious bias) • Identify trusted relationships for young people 	<ul style="list-style-type: none"> • No of children in Concern Hub needing mentors by demographics • No & % taking up mentoring offer by demographics (race, age, gender) • No of permanent exclusions (race, age, gender, SEN) • Pupil attainment by (race, age, disability, gender, SEN) • No & % reported by challenging behaviour • No of abuse and violence reported (by crime) • No & % completing mentoring • % confidence levels before/after • No & % of staff who have received cultural competence, unconscious bias training. 	<ul style="list-style-type: none"> • YOS • Concern Hub • School Census • Feedback reports 	<ul style="list-style-type: none"> Quarterly Monthly Per school Term Per event

Spark2Life Theory of Change



The current mentoring services are commissioned directly by the Local Authority using MOPAC funding from Violence Reduction Unit.

Two providers deliver the service The Greenleaf Trust (Spark2Life Mentoring) and Be Purpose Driven Ltd in partnership with the Exit Foundation with Spark2Life delivering the majority of the services.



Violence Reduction Unit funding has been secured for 2022/23 with a further £152,500 allocated through NCIL to the 'provision of high quality mentoring services and those designed to keep Lewisham's children and young people safe from exploitation, violence and serious youth crime'.

Mentoring 1: Leaders – £3.5 mil total pot

Seven to twelve grants of between £100,000 and £500,000 to expand quality mentoring for young people and provide support to other organisations delivering mentoring.

2 parts to it: first is to expand quality mentoring for YP aged 10-24 – for those facing biggest challenges and are furthest away from opportunity. Demonstrate outputs and outcomes – what is the impact?

Second part is support/build a movement that can help others scale up their best practice work and build on the 'key principles of great mentoring/ confidence framework'

Mentoring 2: Headstart Action – £300k total pot

Two grants of up to £150,000 to support local organisations to deliver mentoring and youth social action, and provide employability training and work experience opportunities for young people across London.

Social action and employability programme for YP aged 14-18

YP at risk of NEET with complex needs

Mentoring 3: STEAM Mentoring – £500k total pot

Five to ten grants of between £50,000 and £100,000 to expand quality STEAM mentoring* for young people and to support STEAM employers who want to expand or introduce mentoring programmes.

*mentoring opportunities in the science, technology, engineering, maths (STEM) and the arts and creative industries (together STEAM).

Corporate Priority 7: Building safer communities

Objective: develop a public health approach to youth violence and knife crime that looks at tackling the root causes

Work-stream 7: Creating Safe Community Spaces

Responsible Officer: Jannet Hall

Work-stream aims	Key outcome measures	KPIs for scorecard/dashboard	Data Source	Frequency
<ul style="list-style-type: none"> Increase safety and protection for vulnerable people Reduce young people’s vulnerability Fund diverse organisations and movements to facilitate safe spaces where particularly marginalised communities can feel empowered to engage freely. Leadership and workforce development 	<ul style="list-style-type: none"> Increased safe spaces for vulnerable people Increase engagement with local communities to raise awareness of safe spaces Increase in the number of people who say they feel safer because of access to safe spaces Leadership and workforce development (workforce training, modelling around trauma, use common language that people identify with, reduce unconscious bias) 	<ul style="list-style-type: none"> No of safe havens, by area No & % of people using safe spaces – by demographics, service accessed, type of safe space – hostel, targeted outreach work, drug treatment, rough sleepers, reason, location No & % of people who say they feel safe in their neighbourhoods What safe spaces (buildings) are fit for purpose and which ones are not? Proportion of users accessing drug treatment compared to general demographic population Who are the local providers, partners of safe space and what service do they provide? Which communities are not accessing safe spaces? No & % of staff who have received cultural competence, unconscious bias training 	<ul style="list-style-type: none"> Resident Survey Police 	<p>Annually</p> <p>Quarterly</p>

Corporate Priority 7: Building safer communities

Objective: develop a public health approach to youth violence and knife crime that looks at tackling the root causes

Work-stream 8: Targeted Hotspot work

Responsible Officer: Jannet Hall/MPS

Work-stream aims	Key outcome measures	KPIs for scorecard/dashboard	Data Source	Frequency
<ul style="list-style-type: none"> Target resources and activities to those places where crime is most concentrated Leadership and workforce development 	<ul style="list-style-type: none"> Prevention and reduction of crime in these specific areas and potentially, reduce overall crime levels in the wider geographic areas. Reduction in offending and re-offending Reduce hate crime Combat sexual violence Map case levels Bring perpetrators of hate crime to justice Leadership and workforce development (workforce training, modelling around trauma, use common language that people identify with, reduce unconscious bias) 	<ul style="list-style-type: none"> No & % of random incidents by type of crime, demographics of perpetrators and victims No & % of recorded incidences of alcohol/drug related crimes spaces by age, gender, race, area No & % of staff who have received cultural competence, unconscious bias training. 	<ul style="list-style-type: none"> Police 	Quarterly

Community Practice

Secured funding to deliver outreach and therapeutic work in areas of high levels of serious violence in Rushey Green and/or Lewisham central. This work will involve identifying, supporting, upskilling Community Champions who are already undertaking meaningful work within the community. The Project involves partnering with communities to understand the local challenges in order to develop trauma-informed approaches and provide clinical support which in turn will increase feelings of safety and community cohesion. Stakeholders involved include Lewisham's Violence Reduction Team, the Community Engagement Coordinator and Psychologists.

Stakeholder Operational

Residents in Lewisham Central and Rushey Green are set to benefit from a dedicated new police team – with 29 extra officers. Lewisham Central and Rushey Green is one of twelve areas across the capital being given extra police teams to provide a visible presence and increased community involvement and intelligence in busy parts of London. The new team consists of 1 Inspector, 3 Sergeants, 21 Constables and 4 PCSOs. The new team's priority is to make Lewisham safer through proactive patrols, enhanced local partnerships and improved community engagement.

Stakeholder Partnership

Community Safety, Rough Sleeping and Enviro Crime staff, Lewisham Homes, Nottinghill Housing and the Police are currently working in partnership to manage drug related offending and rough sleeping in Millford Towers and the surrounding areas. Task and Finish groups to identify issues and solutions have been convened. Loft spaces have been secured, warrants instigated and housing guidance disseminated. Whilst this is an ongoing issue this is an example of stakeholder cooperation to manage a long term concern..

1. Experiment with motivating more collaboration between partners (e.g. co- location, rotating staff, and use of technology).
2. Reviews (of actions) should be followed by action plans that can be used to monitor and track progress.
3. Public Health Approach, which has a view of creating a single strategy, structure and model, should be emphasised to enable different services to work towards shared objectives.
4. Practices which are Trauma-informed should continue to be prioritised across partners.
5. Start programmes that have been found to work successfully by evaluations, such as the DA perpetrator programme
6. Preventative and whole-system approaches based on evidence of what works are needed.
7. In regards to service response, the pockets of good practice around the victim-focussed services should be complemented by a focus on perpetrators to address the source of the issue, through the scaling or roll-out of rehabilitative programmes.
8. Working in conjunction with the partnership to create a more thorough account of those at risk. Better and productive engagement with families, children and those affected by violence and crime will help create a well-informed service.
 - a. Including the groups that we want to help the most in the process of developing a strategy – community perspective.

- The partnership to develop or renew a shared strategic vision aimed at tackling vulnerability and crime.
 - The foundations of the strategic vision should be based on good knowledge of what causes crime and vulnerability
 - This will provide a clear plan for moving forward and bringing about clear objectives.
- Improvement of accuracy, consistency and comparability of datasets.
 - Better recording practices will enable more accurate data, thus, the right action(s) can be undertaken.
 - This will help to develop more preventative and whole-system approaches based on evidence of what works.
 - Would permit for a more in-depth understanding of Lewisham's vulnerability profile.
- Work on generating a greater understanding of the relationship between county lines and gang involvement (links to Vulnerable children, exploitation and youth violence).
- Develop a nuanced professional awareness of familial abuse and of the different vulnerabilities within a family setting.
 - Ensure domestic abuse service provision caters for familial violence, given the different and complex dynamics between perpetrators and victims.
- Work on encouraging the reporting and recording of sexual offences. This should include sensitivity to different cultural contexts within Lewisham.
 - This is important given the diversity within the borough.
 - It will help avoid alienating certain groups.

London's Violence Reduction Unit works with people and organisations from within communities where violence is prevalent. The aim to understand the complex causes of violence working together with stakeholders and communities to prevent it from happening.

The Unit part funded roles in the Safer Communities Service, which we are currently assessing in order to identify the effectiveness of our response to vulnerability and youth safety, most notably with a focus on the Violence Reduction Team and the Concern Hub.

Whilst the final report has not yet been delivered; great progress has been made to date. On the qualitative side, we have completed the literature review and our interviews with politicians, service leads and young people, which have been analysed.

On the quantitative side, we have cleaned and organised the data, and made good progress on early analysis of vulnerabilities across the whole cohort and by service. We will be building on this analysis to feed into the final report, as well as conducting demographic analysis and identifying evidence of gaps in recording and data-sharing.

Findings from this evaluations will inform our work locally and enable wider learning and good/best practice interventions to be shared with the Violence Reduction Unit as well as regionally. The findings will also help shape future funding cycles to ensure most effective interventions are being delivered to help reduce violence in London.



- Keep building relationships with the MPS and increase access to useful, specific crime data. Attend crime analyst partnership meetings to learn about current issues or solutions
- Centralise other crime data sources such as Modern Slavery data and Domestic Abuse data; make more of the information already stored (e.g. SafeStats)
- Build on analyses already completed (e.g. layering higher resolution geo-spatial information), automating and disseminating information, optimising their use
- Deep-dive into ASB across the borough – currently held in many locations and various reporting methods
- Audit enforcement data & suggest recommendations to improve data quality
- Build evidence base for PSPO



Safer Stronger Communities Select Committee

Report title: Select Committee work programme report

Date: 16 June 2022

Key decision: No.

Class: Part 1

Ward(s) affected: All

Contributors: Assistant Chief Executive (Scrutiny Manager)

Outline and recommendations

To ask members to discuss the committee's priorities for the 2022/23 municipal year and to agree an annual work programme.

The Committee is asked to:

- Consider the potential items set out in the draft work programme at **appendix E**.
- Consider the policy context: the corporate strategy and *Future Lewisham*
- Discuss the committee's priorities and agree a work programme for 2022/23.
- Note opportunities for public engagement, site visits and expert witnesses.
- Appoint a climate change champion for the committee.

Timeline of engagement and decision-making

The meeting dates below are due to be agreed at the Council AGM on 25 May 2022:

- Thursday 16 June 2022
- Thursday 15 September 2022
- Thursday 3 November 2022
- Monday 9 January 2023
- Thursday 2 March 2023

1. Summary

- 1.1. This report asks members to discuss and agree priorities for the committee's work programme for the year ahead and describes the process for approval by the business panel and ongoing monitoring by the committee.

2. Recommendations

- 2.1. The Committee is asked to:
 - Consider the potential items set out in the draft work programme at **appendix E**.
 - Consider the policy context: the corporate strategy and *Future Lewisham*.
 - Discuss the committee's priorities and agree a work programme for 2022-23.
 - Note opportunities for public engagement, site visits and expert witnesses.
 - Appoint a climate change champion for the committee.

3. The role of the select committee

- 3.1. The Safer Stronger Communities Select Committee scrutinises the Council's statutory crime and disorder function and has a responsibility for reviewing and developing policy in relation to crime and disorder, equality of opportunity within the borough, community development and the voluntary sector. The scrutiny function includes holding decision makers to account and monitoring the Council's performance.
- 3.2. A key part of the Committee's role is scrutinising the Council's statutory role relating to crime and disorder and in particular the review of the Council's Community Safety Plan – the Safer Lewisham Plan. The Committee also has a role in a number of other areas including community partnership and consultation, Equalities and Libraries. The Committee has also led on aspects relating to staff such as reviewing staff survey results.
- 3.3. The Committee's full terms of reference are set out in **appendix A**.

4. Different types of scrutiny

- 4.1. It's important to think early on about the most effective way to scrutinise each item on the work programme. Some issues may only require an initial briefing, circulated by email, for information, some may require site visits and public engagement, and others may require detailed questioning at a formal committee meeting and input from stakeholders.
- 4.2. The *Effective Scrutiny Guidelines* at **appendix C** sets out 5 key principles to take into account when carrying out scrutiny: *Prioritise; Be independent; Work Collectively; Engage; make SMART recommendations*. This will help the committee decide on the most appropriate approach for the issue at hand.
- 4.3. Members should also note the comments in the [Local Democracy Review](#) about how scrutiny can be even more effective, participative and open. Suggestions included:
 - Focusing on fewer issues more closely linked to council priorities
 - More engagement with the public outside of formal meetings
 - Individual scrutiny members leading on defined topic areas
 - Contributing to new policy proposals at an early stage
- 4.4. Some of the most common scrutiny methods are described below, but members are encouraged to try new ways of gathering evidence and engaging the public.

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“Standard items”

- 4.5. The majority of work programme items tend to be “standard items”, where scrutiny is carried out as part of a single meeting with members:
- agreeing in advance the information and analysis needed
 - receiving an officer report presenting the relevant information
 - gathering additional evidence from activity outside of meetings
 - asking questions of the presenting officers or expert guests
 - agreeing recommendations to Mayor and Cabinet and partners.

Policy development

- 4.6. When the council is due to renew a policy the committee may be asked to consider the options available and officer recommendations before a decision by Mayor and Cabinet. Select committees should be engaged at an early enough stage to be able to influence and contribute to the new policy.

Performance monitoring

- 4.7. Scrutiny can request a wide range of performance information to examine the effectiveness of council services. This includes monitoring data on key performance indicators and outcomes and assessing the delivery of particular programme or projects against set targets or timescales.

Task and Finish Groups

- 4.8. For issues that require more extensive evidence gathering, members may put forward a proposal for a Task and Finish Group (TFG). The Overview & Scrutiny Committee will agree which TFGs should be established, their membership, terms of reference and duration. TFGs are independent of select committees and make recommendations directly to Mayor & Cabinet.

Information items

- 4.9. Some low-priority items may only require a briefing report to be circulated to committee members by email, with questions put to the report author for written response. There is no provision for discussion of information items at committee meetings.

5. Agreeing the committee’s work programme

- 5.1. A draft work programme is attached at appendix E. It currently includes:
- suggestions made by the Committee at the last meeting of 2021-22
 - issues arising as a result of previous scrutiny
 - suggestions from Council officers (further detail is set out in sections below).
- 5.2. It is for the committee, however, to set its own work programme and agree the priority issues it would like to include – the committee does not have to look into everything officers, the public or other members suggest.
- 5.3. When deciding on issues to include in the work programme, the committee should consider the key services and programmes within the committee’s remit, the criteria for selecting and prioritising topics (see flowchart below), upcoming Mayor & Cabinet decisions (appendix D) and avoid duplicating the work of any agreed task and finish groups (TFGs).
- 5.4. The Corporate Strategy 2018-22 sets out how the Council will deliver for its residents up to 2022. The Corporate Strategy provides an overarching framework and focus for all council business; and items within the Committee’s work programme should be linked to the priorities in the strategy (appendix B). A new Corporate Strategy is currently in development, which will include a refreshed set of priorities and describe how the Council

will address the social, economic and environmental challenges facing the borough up to 2026. Once this is in place, the Committee may wish to review its work programme in light of the new strategy.

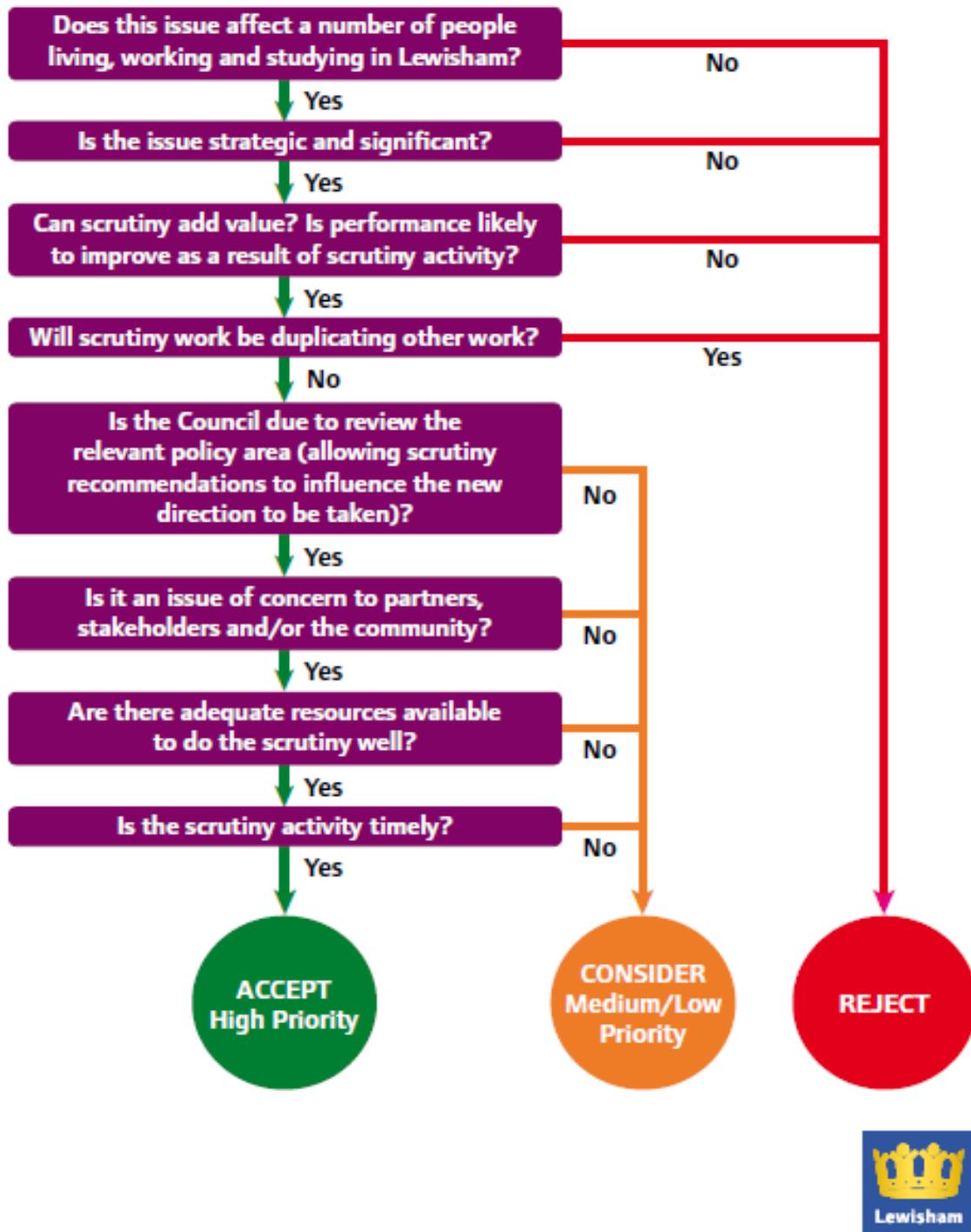
- 5.5. The committee should also note and take into account the four strategic themes of the borough's Covid-19 recovery plan, Future Lewisham, which support what we want for every single resident and that we know are what we need to focus on locally: *An economically sound future; A healthy and well future; A greener future; and a future we all have a part in.*
- 5.6. The committee is recommended to schedule **two substantive items per meeting** to allow enough time for detailed discussions and the involvement of any invited witnesses or guests and to leave space for any Mayor & Cabinet responses that may arise throughout the year. The committee should be responsive and if urgent business arises throughout the year the work programme can be amended with urgent business added and lower priority business removed.
- 5.7. Provision is made for meetings to last for up to 2.5 hours, but the committee should aim to **manage its business within 2 hours**. In exceptional cases the committee may decide to suspend standing orders and extend the meeting for a further 30 minutes to conclude any urgent business.
- 5.8. The committee should specify the information it would like for each item to ensure that officer reports and other evidence meets its needs. This should be done under the work programme item at every meeting.

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Scrutiny work programme – prioritisation process



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- 5.9. There is no provision at committee for the discussion of information items (reports to note). If required, they will be circulated to members by email with questions put to the report author for a written response.
- 5.10. Some of the regular reports that fall under the committee's remit, which are often presented as reports to note and are circulated to members by email in the first instance, include the following. They are only taken as substantive items if wider engagement and scrutiny would add value, in line with the prioritisation process below.
- Equalities Data
 - Updates on the public health approach to serious youth violence
- 5.11. The following suggestions for the work programme have been put forward by members or officers or have arisen as a result of previous scrutiny. They have been added to the provisional work programme attached at Appendix E, but it is up to the committee to decide whether or not these items should be included in the final work programme.
- 5.12. Suggestions made by the committee at the last meeting of 2022-23
- Consideration and discussion on the Committee's terms of reference.
 - Further scrutiny of the Safer Lewisham Plan.
 - Scrutiny of legacy work from the Borough of Culture.
- 5.13. Suggestions from officers in view of forthcoming developments
- Safer Lewisham Plan
 - Introduction to the Council's Safer Communities Service and the council's statutory role on crime and disorder
 - Update from Police BCU Commander and Lewisham LFB Commander
 - Adult Learning Lewisham
 - Staff Survey Results
 - Budget cut report (November)
 - Youth Offending Service
 - Probation Service
 - Single Equalities Framework
- 5.14. Issues arising as a result of previous scrutiny
- Lewisham Libraries
 - Update on Fairer Lewisham Duty
- 5.15. It's the Chair's responsibility to keep abreast of developments within the committee's remit, liaise regularly with the relevant cabinet member(s) and escalate any issues that require action by the committee to the work programme as appropriate.
- 5.16. At the Overview and Scrutiny Committee meeting held in November 2021, it was recommended that each select committee should appoint a climate change champion to ensure that the annual work programme takes climate change matters into account and officers are given appropriate steers in relation to the reports for specific items, to ensure they include relevant climate change considerations. The Committee is asked to consider appointing one of its members to take on this role.

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6. Approval and ongoing monitoring of the work programme

- 6.1. Each select committee is required to submit its work programme to the Overview and Scrutiny Business Panel for approval. This is to ensure a coordinated overview and scrutiny work programme across select committees that avoids duplication of effort and supports effective scrutiny. The Business Panel will meet on 19 July 2022.
- 6.2. The committee's work programme can be reviewed at each meeting to allow urgent items to be added and lower priority issues to be removed. Any potential items should be considered against the priority criteria outlined earlier in this report. If a high-priority item is included, a lower-priority item should be removed. The committee's work programme must be achievable in the time available.

7. Financial implications

- 7.1. There are no direct financial implications arising from the implementation of the recommendations in this report. Items on the Committee's work programme will have financial implications and these will need to be considered as part of the reports on those items

8. Legal implications

- 8.1. 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.

9. Equalities implications

- 9.1. 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.
- 9.2. 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.
- 9.3. 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.

10. Climate change and environmental implications

- 10.1. There are no direct climate change or environmental implications arising from the implementation of the recommendations in this report. However, in February 2019 Lewisham Council declared a Climate Emergency and proposed a target to make the borough carbon neutral by 2030. An action plan to achieve this target was subsequently agreed by Mayor and Cabinet (following pre-decision scrutiny by the Sustainable

Development Select Committee)^[1]. The plan incorporates all areas of the Council's work. Items on the work programme may well have climate change and environmental implications and reports considered by the Committee should acknowledge this

11. Crime and disorder implications

- 11.1. There are no direct crime and disorder implications arising from the implementation of the recommendations in this report. Items on the Committee's work programme may have crime and disorder implications and these will need to be considered as part of the reports on those items.

12. Health and wellbeing implications

- 12.1. There are no direct health and wellbeing implications arising from the implementation of the recommendations in this report. Items on the Committee's work programme may have health and wellbeing implications and these will need to be considered as part of the reports on those items.

13. Report author and contact

- 13.1. If you have any questions about this report please contact:
Katie Wood, 020 8314 9446, katie.wood@lewisham.gov.uk.

14. Appendices

Appendix A – [Committee terms of reference](#) (see below)

Appendix B – [Council corporate priorities](#) (see below)

Appendix C – Effective scrutiny principles (see attached)

Appendix D – Notice of forthcoming executive decisions (see attached)

Appendix E – Draft work programme (see attached)

^[1] See <https://lewisham.gov.uk/TacklingTheClimateEmergency> for a summary of the Council's work in this area.

Appendix A

The following roles are common to all select committees:

(a) General functions

- To review and scrutinise decisions made and actions taken in relation to executive and non-executive functions
- To make reports and recommendations to the Council or the executive, arising out of such review and scrutiny in relation to any executive or non-executive function
- To make reports or recommendations to the Council and/or Executive in relation to matters affecting the area or its residents
- The right to require the attendance of members and officers to answer questions includes a right to require a member to attend to answer questions on up and coming decisions

(b) Policy development

- To assist the executive in matters of policy development by in depth analysis of strategic policy issues facing the Council for report and/or recommendation to the Executive or Council or committee as appropriate
- To conduct research, community and/or other consultation in the analysis of policy options available to the Council
- To liaise with other public organisations operating in the borough – both national, regional and local, to ensure that the interests of local people are enhanced by collaborative working in policy development wherever possible

(c) Scrutiny

- To scrutinise the decisions made by and the performance of the Executive and other committees and Council officers both in relation to individual decisions made and over time
- To scrutinise previous performance of the Council in relation to its policy objectives/performance targets and/or particular service areas
- To question members of the Executive or appropriate committees and executive directors personally about decisions
- To question members of the Executive or appropriate committees and executive directors in relation to previous performance whether generally in comparison with service plans and targets over time or in relation to particular initiatives which have been implemented
- To scrutinise the performance of other public bodies in the borough and to invite them to make reports to and/or address the select committee/Business Panel and local people about their activities and performance
- To question and gather evidence from any person outside the Council (with their consent)
- To make recommendations to the Executive or appropriate committee and/or Council arising from the outcome of the scrutiny process

(d) Community representation

- To promote and put into effect closer links between overview and scrutiny members and the local community
- To encourage and stimulate an enhanced community representative role for overview and scrutiny members including enhanced methods of consultation with local people
- To liaise with the Council's ward assemblies so that the local community might participate in the democratic process and where it considers it appropriate to seek the views of the ward assemblies on matters that affect or are likely to affect the local areas, including accepting items for the agenda of the appropriate select committee from ward assemblies.
- To keep the Council's local ward assemblies under review and to make recommendations to the Executive and/or Council as to how participation in the democratic process by local

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people can be enhanced

- To receive petitions, deputations and representations from local people and other stakeholders about areas of concern within their overview and scrutiny remit, to refer them to the Executive, appropriate committee or officer for action, with a recommendation or report if the committee considers that necessary
- To consider any referral within their remit referred to it by a member under the Councillor Call for Action, and if they consider it appropriate to scrutinise decisions and/or actions taken in relation to that matter, and/or make recommendations/report to the Executive (for executive matters) or the Council (non-executive matters).

(e) Finance

- To exercise overall responsibility for finances made available to it for use in the performance of its overview and scrutiny function.

(f) Work programme

- As far as possible to draw up a draft annual work programme in each municipal year for consideration by the overview and scrutiny Business Panel. Once approved by the Business Panel, the relevant select committee will implement the programme during that municipal year. Nothing in this arrangement inhibits the right of every member of a select committee (or the Business Panel) to place an item on the agenda of that select committee (or Business Panel respectively) for discussion.
- The Council and the Executive will also be able to request that the overview and scrutiny select committee research and/or report on matters of concern and the select committee will consider whether the work can be carried out as requested. If it can be accommodated, the select committee will perform it. If the committee has reservations about performing the requested work, it will refer the matter to the Business Panel for decision.

The Safer Stronger Communities Select Committee has these specific terms of reference:

(a) To fulfil all overview and scrutiny functions in relation to the discharge by responsible authorities of their crime and disorder function as set out in Sections 19 and 20 Police & Justice Act 2006, as amended from time to time, and all other relevant legislation. This shall include the power:

(i) to review or scrutinise decisions made, or other action taken, in connection with the discharge by responsible authorities of their crime and disorder function,
(ii) to make reports or recommendations to the local authority or the executive with respect to the discharge of those functions; and

(iii) to make reports and/or recommendations to the local authority with respect to any matter which is a local crime and disorder matter in relation to a member of the authority. A local crime and disorder matter in relation to a member means a matter concerning crime and disorder (including, in particular, forms of crime and disorder involving anti-social behaviour or other behaviour adversely affecting the environment), or the misuse of drugs, alcohol and other substances, which affect all or part of the electoral area for which the member is elected or any person who lives or works there.

(b) make proposals to the Executive to promote equality of opportunity within the borough, including issues of discrimination based on race, ethnic origin, gender, disability, sexuality, age and/or class, including the following matters:-

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1. to recommend to the Executive, the Council or an appropriate committee, proposals for policy development in relation to equalities issues;
2. to analyse policy options as necessary to inform the proposals to be made to the Executive or other appropriate committee;
3. to advise the Executive or other committee on all matters relating to equality of opportunity both in terms of policy, service provision, employment and/or access to public services;
4. to enhance and develop existing and innovative consultative and/or advisory work for equality of opportunity and to consider issues of inequality and discrimination across the borough;
5. to consider and recommend to the Executive, ways in which participation by disadvantaged and under-represented sections of the community might be more effectively involved in the democratic processes of local government;
6. to pilot methods of consultation and involvement and to report back to the Executive or appropriate committee on their effectiveness with recommendation if appropriate;
7. to establish links with and liaise with external organisations in the borough which are concerned with the promotion of equality of opportunity.

(c) Overview & Scrutiny functions (excluding call-in) in relation to library provision.

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Appendix B

Council corporate priorities 2018-2022

Items within the work programme should be linked to the priorities of the Council's Corporate Strategy for 2018-2022 (set out below):

Open Lewisham - Lewisham is a welcoming place of safety for all, where we celebrate the diversity that strengthens us.

Tackling the housing crisis - Everyone has a decent home that is secure and affordable.

Giving children and young people the best start in life - Every child has access to an outstanding and inspiring education, and is given the support they need to keep them safe, well and able to achieve their full potential.

Building an inclusive local economy - Everyone can access high-quality job opportunities, with decent pay and security in our thriving and inclusive local economy.

Delivering and defending: health, social care and support - Ensuring everyone receives the health, mental health, social care and support services they need.

Making Lewisham greener - Everyone enjoys our green spaces, and benefits from a healthy environment as we work to protect and improve our local environment.

Building safer communities - Every resident feels safe and secure living here as we work together towards a borough free from the fear of crime.

Is this report easy to understand?

Please give us feedback so we can improve.

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Appendix C

Effective Scrutiny Guidelines

1. **Prioritise**

It is more effective to look at one or two key issues per meeting in an in-depth way, than skim the surface of everything falling within the committee's remit. Try to focus on issues of concern to the community and/or matters that are linked to corporate priorities. Only add items to the work programme if you are certain your consideration of the matter will make a real and tangible difference.

2. **Be independent**

Scrutiny is led by Scrutiny Members. You are in charge of the work programme and, for every item, you should specify what evidence you require and what information you would like to see in any officer reports that are prepared. You should not be whipped by your political party or unduly influenced by the Cabinet or senior officers.

3. **Work collectively**

If you collectively agree in advance what you want to achieve in relation to each item under consideration, including what the key lines of enquiry should be, you can work as a team to question witnesses and ensure that all the required evidence is gathered. Scrutiny is impartial and the scrutiny process should be free from political point scoring and not used to further party political objectives.

4. **Engage**

Involving residents helps scrutiny access a wider range of ideas and knowledge, listen to a broader range of voices and better understand the opinions of residents and service users. Engagement helps ensure that recommendations result in residents' wants and needs being more effectively met.

5. **Make SMART evidence-based recommendations**

Scrutiny has the most impact when its recommendations are based on solid, triangulated evidence – where a variety of sources of evidence point to a change in practice that will positively alter outcomes. Recommendations are more powerful if they are:

- Specific (simple, sensible, significant).
- Measurable (meaningful, motivating).
- Achievable (agreed, attainable).
- Relevant (reasonable, realistic and resourced, results-based).
- Time bound (time-based, time limited, time/cost limited, timely, time-sensitive).

Is this report easy to understand?

Please give us feedback so we can improve.

Go to <https://lewisham.gov.uk/contact-us/send-us-feedback-on-our-reports>

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FORWARD PLAN OF KEY DECISIONS

Forward Plan June 2022 - September 2022

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 0208 3149327, the Local Democracy Officer, at the Council Offices or 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
January 2022	Extra Care Housing Support Contract for Cinnamon Court, Deptford and Cedar Court Grove Park.	15/06/22 Mayor and Cabinet	Heather Hughes, Joint Commissioner, Learning Disabilities and Councillor Chris Best		
February 2022	Building for Lewisham Budget requirements	15/06/22 Mayor and Cabinet	James Ringwood, Housing Delivery Manager and Councillor Paul Bell, Cabinet Member		
February 2022	Leisure Contract Extension	15/06/22 Mayor and Cabinet	James Lee, Director of Communities, Partnerships and Leisure and Councillor Andre Bourne, Cabinet member for Culture		
November 2021	A205 Realignment	15/06/22 Mayor and Cabinet	Patrick Dubeck, Director of Inclusive Regeneration and Patrick Codd, Assistant to the Executive		
January 2022	Permission to Procure Extra Care Housing at Hazelhurst Court	15/06/22 Mayor and Cabinet	Heather Hughes, Joint Commissioner, Learning Disabilities and Councillor Chris Best		
November 2021	Blackheath Joint Events Policy 2022-2027	15/06/22 Mayor and Cabinet	Nick Pond, Parks and Open Space Contracts and Service Development Manager and Patrick Codd, Assistant to the Executive		
January 2022	Request to extend the Extra	15/06/22	Heather Hughes, Joint		

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
	Care Housing Support Contract for Conrad Court, Marine Wharf, Deptford.	Mayor and Cabinet	Commissioner, Learning Disabilities and Councillor Chris Best		
February 2022	BfL Programme - Approval to enter into contract	15/06/22 Mayor and Cabinet	James Ringwood, Housing Delivery Manager and Councillor Paul Bell, Cabinet Member		
November 2021	Housing Revenue Account Business Plan	15/06/22 Mayor and Cabinet	Dawn Eckersley, Head of Housing Partnerships and Service Improvement and Councillor Paul Bell, Cabinet Member		
January 2022	Location Priority Procurement Strategy	15/06/22 Mayor and Cabinet	Ella McCarthy, Housing Partnership and Insight Manager and Councillor Paul Bell, Cabinet Member		
February 2022	Out of Hours Switchboard	15/06/22 Mayor and Cabinet	Mark Ferris and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
May 2022	Permission to Procure (Stop Smoking Contract)	15/06/22 Mayor and Cabinet	and Councillor Paul Bell, Cabinet Member		
May 2022	Authority to procure a new contract for 0-19 Public Health Nursing (Health Visiting and School Health Service)	15/06/22 Mayor and Cabinet	Emily Newell, Joint Commissioner 0-19 Health and Maternity and Councillor Paul Bell, Cabinet Member		

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
May 2022	Levelling Up Fund bid	15/06/22 Mayor and Cabinet	John Bennett, Head of Economy, Jobs and Partnerships and Councillor Kim Powell, Cabinet member for Business and Community Wealth Building		
May 2022	Building for Lewisham - Ladywell Update Part 1 & 2	15/06/22 Mayor and Cabinet	James Ringwood, Housing Delivery Manager and Councillor Brenda Dacres, Deputy Mayor		
May 2022	Energy Grants, Covid Additional relief Fund (CARF) scheme and Household Support Fund updates	15/06/22 Mayor and Cabinet	Mick Lear, Service Manager, Benefits and Councillor Brenda Dacres, Deputy Mayor		
May 2022	Compute & Storage Infrastructure Replacement	15/06/22 Mayor and Cabinet	and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
May 2022	Permission to tender (Mental Health Supported Housing)	15/06/22 Mayor and Cabinet	and Councillor Paul Bell, Cabinet Member		
November 2021	Award of Corporate Estate Maintenance Programme Phases 1 & 2 works contract	28/06/22 Executive Director for Housing, Regeneration & Environment	Akweley Badger, Project Support Officer and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
January 2022	Contract for Statutory Funeral Provision	28/06/22 Executive Director for Community	Corinne Moocarme, Joint Commissioning Lead, Community Support 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
		Services	Care, Community Services, LBL and Councillor Paul Bell, Cabinet Member		
May 2022	Catford Library Winslade Way works - Contract Award	28/06/22 Executive Director for Corporate Services	Kplom Lotsu, SGM Capital Programmes and Councillor Andre Bourne, Cabinet member for Culture		
May 2022	Procurement of Learning and Development Services Provider	28/06/22 Executive Director for Corporate Services	and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
May 2022	Digital Infrastructure - Fibre Wayleave	28/06/22 Executive Director for Corporate Services	and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
May 2022	Expert Assessors services for Concessionary Award Schemes	28/06/22 Executive Director for Corporate Services	and Councillor Chris Barnham, Cabinet Member for Children's Services and School Performance		
May 2022	Procurement of a replacement Housing Management System and implementation of a Customer Relationship Management System.	18/06/22 Executive Director for Corporate Services	and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
February 2022	Building for Lewisham Appropriation for Planning	06/07/22 Mayor and Cabinet	James Ringwood, Housing Delivery Manager and Councillor		

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
			Paul Bell, Cabinet Member		
November 2021	Lewisham Air Quality Action Plan 2022-2027	06/07/22 Mayor and Cabinet	Eliane Foteu, Environmental Protection Manager and Patrick Codd, Assistant to the Executive		
October 2021	Approval of Flood Risk Management Strategy 2022-27	06/07/22 Mayor and Cabinet	Martin O'Brien, Climate Resilience Manager and Patrick Codd, Assistant to the Executive		
November 2021	New Cross Road Acquisition	06/07/22 Mayor and Cabinet	James Ringwood, Housing Delivery Manager and Councillor Paul Bell, Cabinet Member		
May 2022	Watergate Special School Expansion budget approval and approval to procure	06/07/22 Mayor and Cabinet	Iqbal Iffat, Project Manager Capital Programme Delivery and Councillor Chris Barnham, Cabinet Member for Children's Services and School Performance		
May 2022	5th Annual Besson Street Business Plan	06/07/22 Mayor and Cabinet	Angela Bryan, Strategic Development Officer and Councillor Brenda Dacres, Deputy Mayor		
May 2022	Approval for the Local Development Scheme (LDS)	06/07/22 Mayor and Cabinet	David Syme, Head of Strategic Planning 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
			Councillor Brenda Dacres, Deputy Mayor		
May 2022	Approval of the Lewisham Local Plan - Regulation 19 Proposed Submission document for public consultation	06/07/22 Mayor and Cabinet	David Syme, Head of Strategic Planning and Councillor Brenda Dacres, Deputy Mayor		
May 2022	Approval for the making of an Article 4 Direction E to class C3	06/07/22 Mayor and Cabinet	David Syme, Head of Strategic Planning and Councillor Brenda Dacres, Deputy Mayor		
May 2022	Approval for the making of an Article 4 Direction C3 to Class C4	06/07/22 Mayor and Cabinet	David Syme, Head of Strategic Planning and Councillor Brenda Dacres, Deputy Mayor		
May 2022	Adding a SEN Resource Base to Edmund Waller Primary School	06/07/22 Mayor and Cabinet	Matthew Henaughan, Head of Business, Infrastructure, Compliance and Education and Councillor Chris Barnham, Cabinet Member for Children's Services and School Performance		
May 2022	Adding a SEN Resource Base to Forster Park Primary School	06/07/22 Mayor and Cabinet	Matthew Henaughan, Head of Business, Infrastructure, Compliance and Education and Councillor Chris Barnham, Cabinet Member for Children's		

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
			Services and School Performance		
May 2022	Expansion of Drumbeat School	06/07/22 Mayor and Cabinet	Matthew Henaughan, Head of Business, Infrastructure, Compliance and Education and Councillor Chris Barnham, Cabinet Member for Children's Services and School Performance		
May 2022	Change of Age Range at Fairlawn Primary School	06/07/22 Mayor and Cabinet	Matthew Henaughan, Head of Business, Infrastructure, Compliance and Education and Councillor Chris Barnham, Cabinet Member for Children's Services and School Performance		
May 2022	Permission to Procure New Hope Housing Project	06/07/22 Mayor and Cabinet	Polly Pascoe, Integrated Commissioning Manager and Councillor Paul Bell, Cabinet Member		
May 2022	Permission to Procure Lewisham Wellbeing Service	06/07/22 Mayor and Cabinet	Polly Pascoe, Integrated Commissioning Manager and Councillor Paul Bell, Cabinet Member		
May 2022	Permission to Procure Lewisham Dementia Hub	06/07/22 Mayor and Cabinet	Polly Pascoe, Integrated Commissioning Manager and Councillor Paul Bell,		

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
			Cabinet Member		
May 2022	Permission to Procure new registered provider for supported accommodation and building management (Northover and Amersham).	06/07/22 Mayor and Cabinet	and Councillor Chris Barnham, Cabinet Member for Children's Services and School Performance		
May 2022	Meliot Centre Relocation Contract Award	19/07/22 Executive Director for Housing, Regeneration & Environment	and Councillor Paul Bell, Cabinet Member		
May 2022	On Street Advertising Contract Variation and Extension	14/09/22 Mayor and Cabinet	and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
January 2022	Lewisham Autism Strategy	14/09/22 Mayor and Cabinet	Polly Pascoe, Integrated Commissioning Manager and Councillor Chris Best		
May 2022	Approval for s106 monies to go to Deptford Challenge Trust	14/09/22 Mayor and Cabinet	and Councillor Kim Powell, Cabinet member for Business and Community Wealth Building		
May 2022	Lewisham Play Strategy 2022 - 2027	14/09/22 Mayor and Cabinet	and Councillor Chris Barnham, Cabinet Member for Children's Services and School Performance		
May 2022	Approval to appoint operator	05/10/22	and Councillor Andre		

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
	for concessions contract at Beckenham Place Park lake	Mayor and Cabinet	Bourne, Cabinet member for Culture		

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

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Safer Stronger Communities Select Committee 2022/23

Work Item	Type of review	Strategic Priority	Delivery deadline	16-Jun	15-Sep	03-Nov	09-Jan	02-Mar
Budget	Standard Item	CP1-CP7						
Confirmation of Chair and Vice-Chair	Constitutional requirement	CP1	Jun-22					
Select Committee Work Programme 2022/23	Constitutional requirement	CP1 and CP7	Jun-22					
Introduction to the Safer Communities Service and Statutory role on crime and disorder.	Introduction item	CP1 and CP7	Jun-22					
Adult Learning Lewisham - Equalities	Performance monitoring	CP1						
Libraries	Pre-decision and Performance	CP1						
Youth Offending Service and NPS	Performance monitoring	CP7						
Staff Survey Results	Performance monitoring	CP1						
Safe Lewisham Plan	Pre-decision and Performance monitoring	CP7						
Update from local Police and Fire	performance monitoring	CP7						
Borough of Sanctuary	Performance monitoring	CP1 + CP7						
Single Equalities Framework	performance monitoring	CP7						
Borough of Culture Legacy	performance monitoring	All						

Information Reports and briefings

Equalities Data/Update on census	Information	CP1	on-going					
Update on Fairer Lewisham Duty	Information	CP1	on-going					
Lewisham Disability Commission Report date TBC	Information	CP1	on-going					
Public Health Approach to Violence Reduction	Information	CP7	on-going					

	Item completed
	Item on-going
	Proposed timeframe

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