

Safer Lambeth Partnership Constitution and Ways of Working

V5 (July 2021)

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1. Introduction

1.1 The Safer Lambeth Partnership is the name given to the borough's Community Safety Partnership (CSP), which has a statutory duty under the Crime and Disorder Act 1998 to collaborate in identifying the priorities for reducing crime, anti-social behaviour, substance misuse and reoffending. The core members of the Partnership are the five '**responsible authorities**' that have a shared responsibility for the work of the Partnership and members have sufficient authority to make decisions and allocate resources.

1.2 The five 'responsible authorities' are:

- the Council;
- the Police;
- the London Fire service;
- the local Clinical Commissioning Group
- the Probation Service.

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

- our vision and mission;
- membership, roles and responsibilities;
- governance and decision making;
- accountability, transparency and engagement; and
- effective ways of working.

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

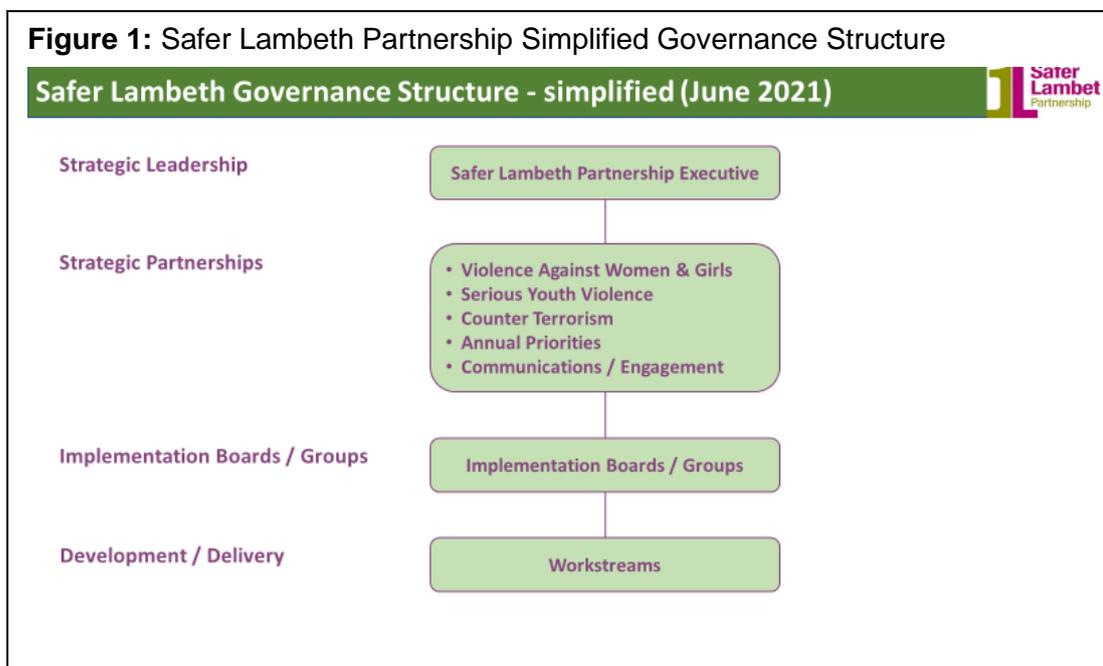
1.5 This Constitution therefore provides a set of guidelines to provide transparency to both partners and the public about how the Safer Lambeth Partnership is meant to function as an effective crime and disorder reduction partnership.

2. About the Safer Lambeth Partnership: our vision & mission

- 2.1 The Safer Lambeth Partnership ('the Partnership') is the statutory 'community safety partnership' (CSP) for the London Borough of Lambeth.
- 2.2 The Partnership brings together the key statutory public bodies with community, voluntary and private sector partners for the purpose of **reducing crime and disorder, anti-social behaviour, substance misuse and reoffending in Lambeth** as part of the wider agenda of promoting inclusive growth, reducing inequality and fostering strong and sustainable neighbourhoods.
- 2.3 The Partnership aims to achieve this purpose by:
- (a) providing effective borough-wide leadership;
 - (b) bringing together the key statutory agencies and other private, voluntary and community partners to enable effective joint working and partnership activity;
 - (c) supporting responsive service delivery led by intelligence and evidence-based approaches;
 - (d) promoting the safeguarding of children and vulnerable adults, in particular their protection from maltreatment, abuse, crime and anti-social behaviour;
 - (e) engaging the borough's diverse communities and residents and providing accountability in order to increase public confidence and enhance perceptions;
 - (f) ensuring that communities and residents are engaged and informed about crime, offending and substance misuse in their area, listening to what is of most concern to them and acting to tackle those issues in a timely and effective manner;
 - (g) ensuring that agencies represented in the Partnership share information and intelligence effectively in order to support victims and tackle offending; and
 - (h) promoting the interests of public protection and safety with effective communications and public relations.
- 2.4 The Partnership's vision for reducing crime, anti-social behaviour, substance misuse and reoffending is:
- “We want Lambeth to be a place where crime continues to fall every year, where anti-social behaviour is not an issue for the community and where people feel safe to live, work or socialise in any part of the borough at any time of the day or night.”**
- 2.5 The Partnership's priorities for reducing crime, anti-social behaviour, substance misuse and reoffending will be expressed in an annually revised **Partnership Plan**.

3. Governance structures and decision making

3.1 As seen in Figure 1 (below) and referenced in Appendix 1, the governance of the Partnership will be divided between two levels of decision making:



3.1.1 **The Safer Lambeth Partnership Executive** is responsible for the strategic leadership and direction of the Partnership (see **Appendix 2** for the Terms of Reference, including membership, for this board).

3.1.2 Feeding into the Executive are five **strategic partnerships**, each responsible for the 'day to day' operational management and delivery against action plans and to meet performance targets against the priorities adopted by the Executive:

- **Lambeth Made Safer Programme Board** – Responsible for the development and implementation of the Lambeth Made Safer Strategy, which adopts a public health and anti-racist approach to delivering the vision “*To make Lambeth one of the safest places in London for children, teenagers and young adults*”. Please refer to the Terms of Reference (Appendix 3) to for an explanation of how this Board governs and makes decisions.
- **Lambeth Made Safer Violence Against Women & Girls Strategy Project Board** – Responsible for overseeing the development of the Lambeth Made Safer – Violence Against Women and Girls (VAWG) strategy, which sets out our vision, approach and most importantly, our commitments, to tackling violence against women and girls in Lambeth. The Terms of Reference for this Board will be added to the Appendices once the Strategy (2021-27) has been approved by the Safer Lambeth Partnership Executive in the Summer 2021.
- **CONTEST Board** - Provides a governance vehicle for all local work carried out as part of CONTEST, the government’s Counter Terrorism Strategy Please

refer to the Terms of Reference (Appendix 4) to for an explanation of how this Board governs and makes decisions.

- **Partnership Delivery Group (PDG)** is the working group for the implementation of the Strategic Assessment. The PDG covers areas that sit outside of the existing long-term borough priorities (Violence Against Young People, Counter-Terrorism and Violence Against Women and Girls), particularly Anti-Social Behaviour, Modern Slavery, Burglary, Theft, Robbery and Hate Crime. The Terms of Reference for this Group will be added to the Appendices once meetings commence in 2021.

- **Engage and Involve** aims to build on community resilience, build on shared community intelligence and develop shared responses. The Terms of Reference for this Group will be added to the Appendices once meetings commence in 2021.

- 3.2 The Youth Justice Partnership Board (YJPB) is the statutory Board set up under the Crime and Disorder Act and accountable to the Chief Executive of Lambeth Council to oversee Youth Offending Services in Lambeth. Updates from the Board will be provided to the Executive on an annual basis.
- 3.3 Representation of the NHS South East London Clinical Commissioning Group (CCG) in the Executive ensures that updates regarding the services that are delivered across Lambeth, particularly those that will have a positive impact on reducing crime and disorder in the borough can be provided to the Executive annually.
- 3.4 The Community Safety Team is responsible, on behalf of the Executive for ensuring the priorities adopted by the Executive are commissioned and managed effectively across the Partnership. This includes ensuring delivery and implementation is done through a coordinated approach.

4. Accountability, transparency, engagement

- 4.1 Effective engagement and involvement of Lambeth's diverse communities, service users and residents is critical to the achievement of the Partnership's aspiration to be an excellent crime and disorder reduction partnership.
- 4.2 The Partnership also holds the primary accountability in the borough for the reduction of crime, disorder, substance misuse and reoffending. The five 'responsible authorities', though they retain their separate and distinct identities and responsibilities, recognise that only by pooling and aligning their efforts can Lambeth achieve the vision as set out in this Constitution.

Key principles

- 4.3 The Partnership will conduct its business and take decisions in an accountable and transparent manner and will actively engage with communities, residents and service users in order to inform the development of its priorities, objectives and targets.
- 4.4 It will do this by:
- (a) working with Lambeth's Safer Neighbourhood Board;
 - (b) working with the Safer Neighbourhood Panels established in the borough's 21 wards;
 - (c) working with representatives from the borough's local Business Improvement Districts;
 - (d) maintaining an explicit commitment to work with identified 'participating bodies and persons';
 - (e) supporting the representational role of local ward councillors;
 - (f) through public engagement events; and
 - (g) supporting the Council's scrutiny review function.

Supporting Councillor's participation

- 4.5 Lambeth has 63 directly elected councillors representing 21 wards and they embody the Council's community leadership and representation role.
- 4.6 In addition to the relevant Cabinet Member, who will be a Co-opted member of the Executive, other councillors are able to engage in the work of Safer Lambeth in the following ways:
- (a) by the Opposition spokesperson(s) for crime, community and/or public safety issues being able to attend, speak and vote as a Co-opted member of the Executive;
 - (b) through involvement with the ward-based Safer Neighbourhood Panels; and
 - (c) by addressing Council questions, motions and petitions to specific areas of the Partnership's work.
- 4.7 The Partnership shall provide appropriate and reasonable support, briefing and face-to-face meetings as requested by councillors in support of their community representational role.

Supporting the local Scrutiny function

- 4.8 The Council has a statutory duty to maintain a committee of councillors to scrutinise 'crime and disorder matters' that include the relevant functions of the responsible authorities and co-opted bodies that are included in the membership of the Safer Lambeth Partnership. In Lambeth, this requirement is fulfilled by the Council's Overview and Scrutiny Committee.
- 4.9 The Council's Overview and Scrutiny Committee will review, scrutinise, report and make recommendations with regards to the strategies developed and programmes implemented by the responsible authorities and/or the co-opted bodies that aim to reduce crime, anti-social behaviour, substance misuse or re-offending in Lambeth.
- 4.10 The responsible authorities and cooperating bodies represented on the Safer Lambeth Partnership have a statutory duty to cooperate with all reviews, hearings and enquiries conducted by this Committee and will provide information and the attendance of officers or members at meetings as necessary to support the Committee's work.
- 4.11 If the Committee issues a report or recommendations that relate to the functions of the Safer Lambeth Partnership or to a responsible authority or a co-opted body, then that authority or body will respond in writing within 28 days of the report or recommendations.

Working with Lambeth First

- 4.12 Lambeth First is the borough's strategic partnership, a voluntary partnership comprising of the principal agencies, bodies and organisations in Lambeth across the public, private, community, voluntary and third sectors in Lambeth.
- 4.13 The primary purpose of Lambeth First is to promote the economic, social and environmental development and well-being of the borough and its residents.
- 4.14 It supports this purpose by developing and publishing the Borough Plan which includes the key local targets for the improvement of economic, social and environmental well-being.
- 4.15 The Safer Lambeth Partnership is recognised as one of the 'Theme Partnerships' within Lambeth.
- 4.16 The Partnership commits to work as a theme partnership of Lambeth First and to:
 - (a) deliver a relevant thematic strategy under the Borough Plan;
 - (b) manage delivery and risk on relevant goals and targets;
 - (c) engage in thematic-led innovation, policy and strategy;
 - (d) provide the Lambeth First board and its nominated executive delivery group with sufficient information to make decisions;
 - (e) support the nominated executive delivery group in achieving the goals of the Borough Plan; and
 - (f) influence the Lambeth First Partnership Board in decision making on the Borough Plan and other partnership matters.
- 4.17 The Chair(s) of the Safer Lambeth Partnership will be members of the Lambeth First board.

- 4.18 Members of the Partnership attending any of the decision-making bodies of Lambeth First will be responsible for:
- (a) communicating the views, positions and decisions of the Safer Lambeth Partnership to Lambeth First; and
 - (b) communicating any relevant decisions of Lambeth First to the Executive board or Partnership Delivery Group of the Safer Lambeth Partnership.

Transparency: commitment to working in public

- 4.19 The Safer Lambeth Partnership is an open, public partnership body and will conduct its decision making in a transparent manner.
- 4.20 However, meetings will be made 'Private' where there is the need for confidentiality due to the content of the items being discussed.
- 4.21 The Safer Lambeth Partnership Executive shall make provision for 'community events' to be held in the course of the year which residents and the public can access to engage with the Partnership, its members and/or any of its decision-making bodies.
- 4.22 Community representation in the Safer Lambeth Partnership Executive is assured through the membership of senior representatives co-opted as participating bodies from the following community-focused partnerships:
- **Independent Advisory Group** - Has the remit of advising the police on matters relating to policing / police activity in Lambeth. Members of the IAG will come out to major incidents, raise and advise on community issues and work with the BCU on local policy.
 - **Safer Neighbourhood Board** - A non-statutory, voluntary association of individuals to support and promote community engagement for policing and crime in Lambeth.
 - **Safer Neighbourhood Panel Chairs** – The group is a non-statutory, voluntary association of residents and businesses created in each of Lambeth's 21 wards to support and promote community engagement in relation to neighbourhood policing and crime reduction in Lambeth. Each Panel appoints its own chair with a designated representative being co-opted onto the Executive.
 - **Local Business Improvement Districts** – A non-statutory, voluntary association of businesses to work with the council and police to reduce business-related crime.

Information sharing and confidentiality

- 4.29 The following key principles guide the sharing of information among members of the Safer Lambeth Partnership:
- (a) Partner agencies endorse, support and promote the accurate, timely, secure, and confidential sharing of both person identifiable and anonymised information for the sole purpose of reducing crime and anti-social behaviour, reducing illegal use and distribution of illicit substances, reducing re-offending and in preventing terrorism.
 - (b) Where information is shared, to facilitate safety planning and risk-reduction, only that which is needed and relevant will be shared. Data minimisation being one of

the principles of data sharing provides that personal data we are processing should be:

- adequate – sufficient to properly fulfil your stated purpose.
 - relevant – has a rational link to that purpose; and
 - limited to what is necessary – you do not hold more than you need for that purpose
- (c) Agencies are fully committed to ensuring that if they share information it is in accordance with their legal, statutory, and common law duties, and, that it meets the requirements of any additional guidance.
- (d) All agencies have in place policies and procedures to meet the national requirements for UK GDPR and the Data Protection Act (DPA) 2018 as amended. The existence of, and adherence to, such policies provides all agencies with confidence that information shared will be transferred, received, used, held, and disposed of appropriately.
- (e) Agencies acknowledge their ‘Duty of Confidentiality’ to the people they serve. In requesting release and disclosure of information from other agencies, employees and contracted volunteers will respect this responsibility and not seek to override the procedures which each organisation has in place to ensure that information is not disclosed illegally or inappropriately. This responsibility also extends to third party disclosures; any proposed subsequent re-use of information which is sourced from another agency should have written approval by the source organisation.
- (f) All staff will be made aware that disclosure of personal information, which cannot be justified on legal or statutory grounds, whether inadvertently or intentionally, could be subject to disciplinary action. Personal information has to be about a living person, meaning that the DPA does not apply to mortality or other records about the deceased, although such information could still be protected by confidentiality or other legal rules. Information or a combination of information, that does not relate to and identify an individual, is not personal information. Clearly, effective anonymisation depends on a sound understanding of what constitutes personal information,
- (g) Partner agencies will need to ensure that all relevant staff inform the individuals when they collect the personal information from them about the following:
- what information we hold that constitutes personal information;
 - what to do with the personal information we process;
 - why we process the personal information;
 - where the personal information came from;
 - who to share the personal information with; and
 - how long we keep the personal information for.

For all other purposes, information must be anonymised. Please see <https://ico.org.uk/media/for-organisations/data-sharing-a-code-of-practice-1-0.pdf> for further information. To check whether data sharing is justified, please look at <https://ico.org.uk/for-organisations/data-sharing-a-code-of-practice/annex-a-data-sharing-checklist/>

5. Ways of working: key principles

The principle of consensus working

- 5.1 The ultimate goal of decision making in the Safer Lambeth Partnership is the successful implementation of the Partnership Plan in order to promote the safety and well-being of Lambeth's residents, businesses and communities.
- 5.2 To achieve this, successful partnership working is essential, and this can only be secured if decisions are taken by consensus at all levels of the Partnership.
- 5.3 Chairs of the Safer Lambeth Partnership Executive and the strategic partnerships will always seek to achieve consensus between the partners following open discussion before adopting a decision.
- 5.4 Only if it is genuinely impossible to achieve consensus in a meeting will the Chair proceed to a vote, whereby decisions shall be resolved by a simple majority of those present and voting.

Quorum

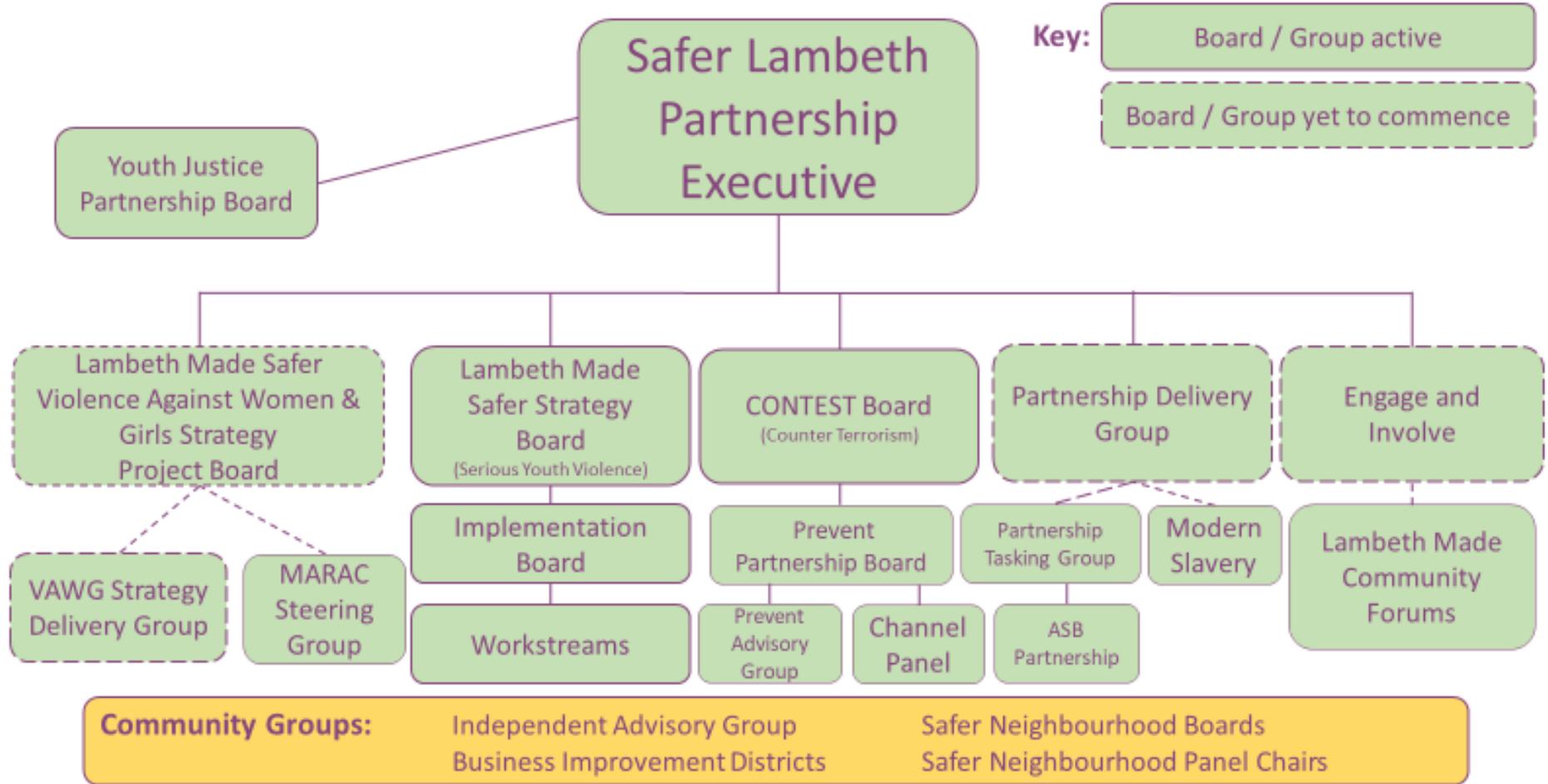
- 5.5 In support of the consensus principle, Partnership meetings must be sufficiently attended in order to take legitimate decisions.
- 5.6 The Quora for Partnership meetings are as follows:
 - **the Safer Lambeth Partnership Executive:** one third of the total membership with at least three of the 'responsible authorities' and at least one 'co-optee'; and
 - **the strategic partnerships:** half of the membership.

The principle of managing by exception and delegated decision making

- 5.7 The overarching principle of decision making in the Safer Lambeth Partnership is that of *management by exception*. This means effective delegation so that decisions are made at the lowest appropriate level and are only escalated to higher levels within the Partnership in cases where activity and/or expenditure is off-target or at risk.
- 5.8 Where decisions are to be made by the Executive, these can only be made final if the Quorum for the group is present.

APPENDIX 1

Safer Lambeth Governance Structure (June 2021)



APPENDIX 2

The Safer Lambeth Partnership Executive Board – Terms of Reference

- 1.1 The Executive Board is the Safer Lambeth Partnership's statutory 'strategy group' and is responsible for:
 - (b) maintaining a strategic perspective and providing overall direction and leadership for the Partnership;
 - (c) receiving and approving an annual 'Strategic Assessment' of levels, trends and patterns of crime, anti-social behaviour, substance misuse and re-offending in Lambeth;
 - (d) based on the Strategic Assessment, agreeing annual priorities and targets for reducing crime, anti-social behaviour, substance misuse and reoffending and approving the publication of an annual Partnership Plan embodying these priorities;
 - (e) providing accountability to government, the responsible authorities, communities and residents for the reduction of crime, anti-social behaviour, substance misuse and reoffending in the borough;
 - (f) providing accountability to Lambeth First for the achievement of any relevant targets in Lambeth's Borough Plan;
 - (g) providing financial accountability and acting as budget holder for any monies, revenue or grants received in support of the working of the Partnership;
 - (h) conducting an annual review of the Partnership's capacity and capability to meet its statutory requirements; and
 - (i) putting in place arrangements for the sharing of information between the 'responsible authorities'.

- 1.2 The membership of the Executive consists of:
 - (a) the Chief Officers of the five 'responsible authorities' (or their nominees). The five 'responsible authorities' are: The Council; the Police; the London Fire service; the local Clinical Commissioning Group; and the Probation service for the area;
 - (b) the Council's Cabinet Member holding the portfolio that encompasses community safety, crime reduction, substance misuse and re-offending;
 - (c) The spokesperson(s) for crime, community or public safety appointed by the opposition group(s) represented on the Council;
 - (d) representatives of such 'cooperating' or 'participating bodies' or other such persons as the 'responsible authorities' may invite to take membership as 'Co-Optees'.

- 1.3 Only members (i.e. the Chief Officers of the 'responsible authorities' and the co-opted members) of the Executive will have voting rights.

- 1.4 The Chair of the Partnership Delivery Group shall attend meetings of the Executive and serve as the principal advisor to the Partnership.

- 1.5 The Executive shall also be advised by the following officers who shall attend its meetings:
- (a) the Council's Executive Director(s), with statutory responsibility for safeguarding adults;
 - (b) the Council's Strategic Director(s), with statutory responsibility for safeguarding children and young people and for the youth offending service;
 - (c) the Council's Strategic Director(s) responsible for the public realm/physical environment and for housing;
 - (d) the Council's Director(s) and Assistant Director responsible for community safety;
 - (e) representatives from the Mayor's Office for Policing and Crime (MOPAC); and
 - (f) any other officer or official of any of the 'responsible', 'cooperating' or 'participating bodies' as the Executive shall determine.

Frequency of Meetings

- 1.6 The Executive shall meet not less than **4** times a year (i.e. quarterly). This includes an Annual General Meeting in July at which the Chair or Co-Chairs will be elected, and new members co-opted into the Executive.

Monitoring Progress

- 1.7 The Council's Community Safety Team will provide quarterly 'Highlight Reports' to members of the Executive. Highlight reports will summarise activities of the strategic partnerships against the Partnership Plan and any other significant partnership-related issues, barriers or successes.

The Chair of Safer Lambeth

- 1.8 The Chair of the Safer Lambeth Partnership will chair the Executive.
- 1.9 The Chair of the Safer Lambeth Partnership will be appointed annually by the members of the Executive and must be a representative of one of the 'responsible authorities'. The Executive, at its discretion, may appoint Co-Chairs.

Accountability

- 1.10 All meetings, agendas, papers and minutes of the Safer Lambeth Partnership Executive will be private in line with the confidentiality required for the range of topics discussed.
- 1.11 The Executive will be held to account in the following ways:
- (a) Cooperation with the Overview and Scrutiny Committee (Crime and Disorder). This group of elected councillors will review, scrutinise, report and make recommendations with regards to the strategies developed and programmes implemented by the responsible authorities and/or the co-opted bodies that aim to reduce crime, anti-social behaviour, substance misuse or re-offending in Lambeth.

- (b) Establishing community engagement onto the Executive of the Safer Lambeth Partnership having co-opted the senior representatives from the Independent Advisory Group, Safer Neighbourhood Board, Safer Neighbourhood Panel Chairs and the local Business Improvement Districts onto the board.
- (c) By the Opposition spokesperson(s) for crime, community and/or public safety issues being able to attend and speak at the Executive.
- (d) Through an annual engagement event to be held in the course of the year which residents and the public can access to engage with the Partnership, its members and/or any of its decision-making bodies.

Role of Executive Board Members

1.12 Executive Board members will have the following responsibilities:

- (e) To make decisions on behalf of the organisation they represent;
- (f) To promote the work of the Safer Lambeth Partnership within their organisation;
- (g) To promote and deliver the goals of the Borough Plan;
- (h) To set the strategic direction of the Community Safety Service;
- (i) To promote understanding and ensure application of the evidence base in both strategic direction and operational delivery;
- (j) To carry out functions assigned in the Partnership Plan formulated by the local authority in collaboration with partners;
- (k) Promote the adoption of best practice and evidence base;
- (l) Apply a public health approach to addressing issues;
- (m) To encourage mainstreaming under Section 17 of the Crime and Disorder Act, 1998; and
- (n) To ensure they have up to date knowledge of the evidence base relating to priorities in the Partnership Plan.

APPENDIX 3

Lambeth Made Safer Programme Board - Terms of Reference

1. Introduction and Context

1.1 A new 'Lambeth Made Safer' Strategy has been developed. It is built from the ground up on the work of Public Health and the research we have done, not just in London but elsewhere in the UK and worldwide, to identify what works and what doesn't work to make communities safer. It continues to be shaped by the views and voices of young people and communities across Lambeth and is informed by work progressed through our Serious Youth Violence Programme.

1.2 It commits to address racial inequality and its impact. Our strategy and all the work undertaken under its auspices recognises that racism, including "invisible" inequalities and racism by organisations rather than individuals, is a fundamental cause of violence affecting young people and the conditions that lead to youth violence. Our strategy will therefore tackle racism and embed an anti-racist approach to transform our work in addressing violence that impact on young people in Lambeth.

1.3 Its vision is *"To make Lambeth one of the safest places in London for children, teenagers and young adults"*.

1.4 Its goals are:

- To reduce the number of victims or perpetrators of serious youth violence every year.
- To reduce the number of young people involved in the criminal justice system year on year; and
- To address the root causes of serious youth violence.

1.5 Its priorities are:

- To develop and implement our new approach to community engagement.
- To identify, acknowledge and address systemic racism; and
- To develop and embed a whole system approach to preventing youth violence.

1.6 A 'public health approach' to combatting violence affecting young people has been adopted by Lambeth Council and its partners. This commits organisations to prioritise addressing violence impacting our young people, and to ensure closer working with members of the community and the third sector organisations to address this complex issue.

1.7 This approach is a different way of looking at youth violence. It means understanding that youth violence is preventable, it is a result of a wide range of influencing factors and will need a long-term plan to bring about lasting change.

1.8 The most important part of this is working with our local communities, as they are the ones who are directly affected by youth violence, have lived experience of the challenges and consequences and know what is likely to work to reduce violence. We will work with our communities and children and young people to jointly make plans to tackle youth violence.

1.9 We will also:

- look at the problem and understand the issues using local experiences and supporting data,
- look at what has been tried in other places and what worked or didn't work, and for who,
- try new ideas for services or interventions, and

- make a long-term plan for activities to put in place, to see what works best in Lambeth, review these and make changes as needed.

2. Lambeth Made Safer Strategy Board

2.1 **Aim:** To strategically lead the implementation of the Lambeth Made Safer Strategy.

Objectives to be achieved

2.2 To achieve the vision, goals, priorities and outcomes of the Lambeth Made Safer Strategy by:

- Providing senior leadership to the development and implementation of the strategy.
- Ensuring that the strategy is aligned to the strategic ambitions and priorities of related strategic activity.
- Ensuring the development, implementation and evaluation of a programme of work that delivers sustained change by realising the vision and addressing the priorities, goals and outcomes of the strategy.
- Providing oversight, challenge and support to the implementation process.
- Ensuring that the strategy and its implementation is informed by national and local policy developments and legislative changes.
- Ensuring the voices of young people and communities are sought and heard so that they inform the planning, delivery and evaluation of the strategy and its implementation.
- Ensuring that the principles of the strategy and embodied in all strategic and operation activity with particular regard to the principle of equity and the need to ensure that we tackle structural racism and embed an anti-racist approach in all we do; and
- Providing due rigour to ensuring that all related activity is focused on honouring the commitments and delivering the change set out in the strategy.

2.3 The Lambeth Made Safer Strategy Board provides overall leadership and direction to the Lambeth Made Safer Strategy. It is responsible for strategy implementation and serves as the accountable body for ensuring the goals, priorities and outcomes of the strategy are delivered.

2.4 It oversees the operational activity of the strategy through the execution of its implementation plan and provides support and challenge to those charged with operational delivery of the work required to secure the outcomes detailed within the strategy.

It discharges its responsibilities by carrying out a range of executive functions including:

- The approval of all implementation plan activity.
- The monitoring and evaluation of implementation plan delivery.
- The undertaking of periodic reviews of strategic direction and operational delivery.
- The authorisation and monitoring of resources deployment and usage.
- Ensuring full stakeholder representation and involvement in the development and delivery of the Lambeth Made Safer Strategy.

3. Lambeth Made Safer Commitments and Workstreams

3.1 There are 6 commitments within our strategy as follows:

- **To intervene early and prevent:** We will prevent youth violence by building on and developing the local awareness, capacity and resilience to do so.

- **To disrupt and deter:** We will prevent youth violence by deterring young people and adults from perpetrating violence and disrupt individual and group activity associated with youth violence.
- **To respond and support:** We will work together to support those who may be affected by youth violence.
- **To educate and train:** We will tackle youth violence by making sure young people feel heard and empowered to make positive choices in their education, employment, training and relationships.
- **To create and develop safe spaces:** We will ensure our environment and our public spaces are safe and free of crime; and
- **To engage and involve:** We will tackle youth violence by ensuring children, young people and communities are actively and fully engaged in identifying and implementing solutions.

3.2 Each commitment is addressed via respective workstream groups all of which have implementation plans, the composite of which forms the overarching implementation plan of the strategy.

3.3 The Lambeth Made Safer Strategy Board provides strategic leadership to workstreams through the receipt of regular implementation plan progress reports and the monitoring of performance against agreed outcomes and performance targets.

The Lambeth Made Safer Strategy Board will ensure workstreams collectively deliver the implementation plan of the strategy within time, scope, quality and budget.

4. Action on exception

4.1 Action to be taken by the Lambeth Made Safer Board include:

- Understanding and addressing any areas of work that are not delivering as specified, not meeting timescales or predicting an overspend to the agreed budget;
- Making decisions (sign off) on whether work should continue, stop, be placed on hold or change direction; and
- Dealing with any escalated issues or risks from the work strands and other work as appropriate and to escalate programme level issues or risks to the Safer Lambeth Partnership Board.

5. Reflection

5.1 The Lambeth Made Safer Strategy Board will reflect on progress made by:

- Undertaking periodic reviews of the effectiveness of programme delivery and act as required to build on achievements and address areas for development; and
- Reflecting on lessons learned and adapt approaches as appropriate.

6. Governance

6.1 The Lambeth Made Safer Strategy Board is accountable to the Safer Lambeth Partnership Board and Management Board of Lambeth Council. The Senior Responsible Officer (SRO) is the Strategic Director of Children’s Services and the Strategy Sponsor is the Director of Commissioning and Community Safety. They or nominated lead(s) may provide regular updates to a range of governance groups including:

• Safer Lambeth Partnership Board	• Cabinet Member Briefing
• Council’s Cabinet	• Partnership Governing Bodies
• Council’s Management Board	• Local Safeguarding Children Board
• Health and Wellbeing Board	• Youth Justice Partnership Board

6.2 The Lambeth Made Safer Strategy Board is accountable to the Lead Member and Cabinet Member for Jobs, Skills and Community Safety.

7. Meetings

7.1 Meetings will be held every 2 months until March 2022. The chair and members may exceptionally convene a meeting earlier than the established cycle in accordance with the priorities and project plan/cycle.

7.2 Meetings will usually be a maximum 2 hours in duration, depending on the items to be discussed.

7.3 Meetings will be chaired by the Strategic Director of Children's Services or their nominated deputy.

7.4 Agendas will be set by the Chair. Agendas may involve a set of standing items.

8. Protocol and communications

8.1 The agenda and papers will be circulated 2 days before the meeting.

8.2 Apologies should be notified to the Programme Manager and Programme Support Officer before agenda and papers are circulated, if possible. Suitable representatives should attend in place of a standing member.

8.3 Agreed action notes will be taken at each meeting and circulated within a week of the meeting.

8.4 Members of the group should come to each meeting ready and prepared to discuss the items on the agenda, particularly those that are most relevant to their role/work stream/service area.

8.5 Members should disseminate information back to their respective areas of work as appropriate, and feedback to the group as needed.

8.6 Discussions may take place that are of a sensitive nature. All members should ensure that confidential and sensitive information is not shared more widely unless it is appropriate and agreed to do so.

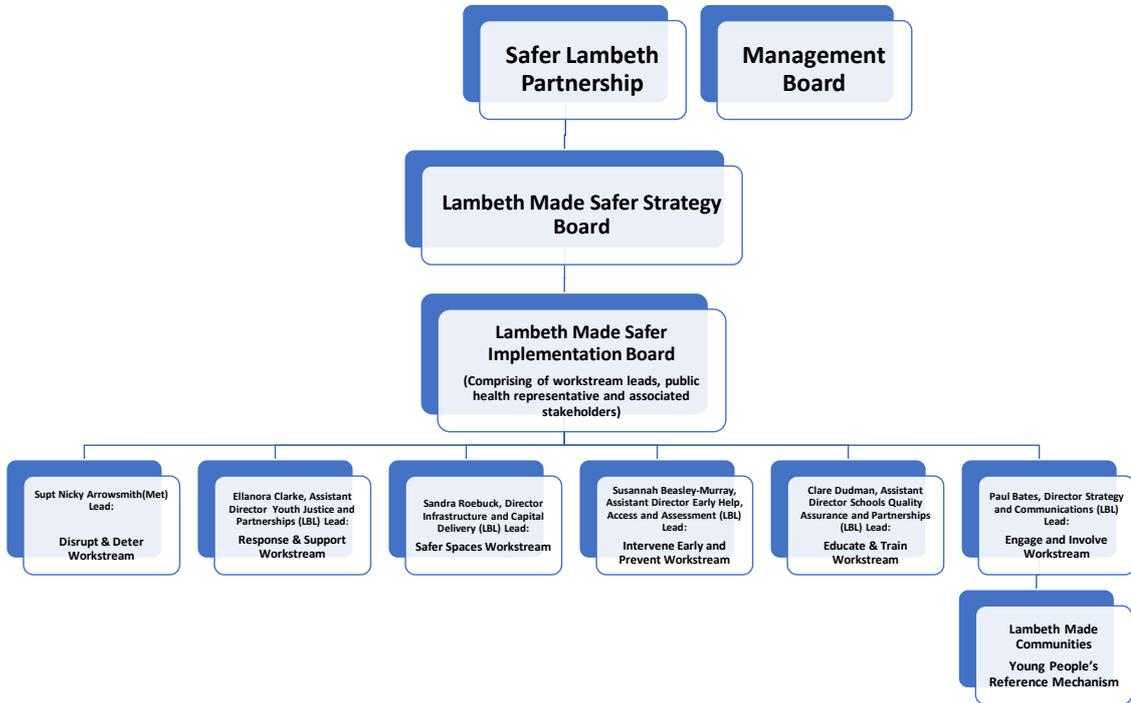
9. Review

9.1 Review the Terms of Reference March 2022.

10. Membership and responsibilities

Organisation	Name	Title
London Borough of Lambeth	Merlin Joseph	Strategic Director, Children's Services (Chair)
London Borough of Lambeth/CCG	Abi Onaboye	Director, Commissioning and Community Safety, Children's Services (Sponsor)
London Borough of Lambeth	Bayo Dosunmu	Strategic Director, Residents Services
London Borough of Lambeth	Nabeel Khan	Director, Enterprise, Jobs & Skills (Co-sponsor)
Metropolitan Police	Colin Wingrove	Borough Commander
NHS CCG Lambeth	Andrew Eyres	Chief Officer
Black Thrive	Natalie Creary	Director

11. Governance Structure



APPENDIX 4

CONTEST Sub-Group Terms of Reference

Update 30/05/2019 – Membership updated to reflect new structure.

Context

The role of the CONTEST Sub-Group will be to provide a governance vehicle for all local work carried out as part of CONTEST, the government's Counter Terrorism Strategy. CONTEST aims to reduce the risk to the UK and its interests overseas from terrorism.

CONTEST is organised around four workstreams, each comprising a number of key objectives

- **Pursue:** the investigation and disruption of terrorist attacks;
- **Prevent:** work to stop people becoming terrorists or supporting terrorism;
- **Protect:** improving our protective security to stop a terrorist attack; and
- **Prepare:** working to minimise the impact of an attack and to recover as quickly as possible.

Of these workstreams, Lambeth has a primary level of responsibility for **Prevent, Protect and Prepare**. The police carry responsibility for Pursue through SO15 and will be invited to attend the sub-group. This will enable appropriate risk management and ownership of these key areas for Lambeth.

Membership

The CONTEST Sub-Group will comprise:

- Andrew Travers, Acting Chief Executive, LBL;
- Bayo Dosunmu, SD Neighbourhoods and Growth, LBL;
- Annie Hudson, SD Children's Services, LBL;
- Fiona Connelly, SD Adult Social Care, LBL;
- Kristian Aspinall, Head of Community Safety, LBL;
- Rupert Sutton, Prevent Programme Manager, LBL;
- Inspector, SO15, Local Operations – South East Cluster, MPS;
- Superintendent, Neighbourhoods & Partnerships, Central South BCU, MPS.

Role & duties

The CONTEST Board will be the governance board for all counter-terrorism activity within the authority, providing oversight and ownership of key risks. This includes

- Detailed overview of risk and threats (restricted papers)
- Acts as project board and governance for the statutory Prevent Plan
- Implementation of corporate wide Prevent legal duties
- Oversight of the physical space Protect plan, including identification of vulnerable locations and appropriate responses to target harden them
- An anonymised Channel update allowing oversight of high-risk radicalisation & extremism cases in Lambeth.
- Horizon scanning of any emerging threats/issues/PR concerns related to any of the CONTEST workstreams;
- Implementation of appropriate Prepare plans to ensure any response to Terrorism is appropriate and timely

Meetings

All meetings will be chaired by the Chief Executive of the Council (Andrew Travers). Meeting agendas and minutes will be provided by the Prevent Programme Manager (Rupert Sutton), including:

- Preparing agendas and supporting papers;
- Preparing meeting notes and information;
- Circulating minutes and chasing up actions.

Meetings will be held quarterly at Lambeth Town Hall and be scheduled to last up to two hours. If required, subgroup meetings will be arranged outside of these times at a time convenient to subgroup members.

The first meeting is proposed for the beginning of May 2018, when the 2018-19 Prevent Action Plan will be presented.