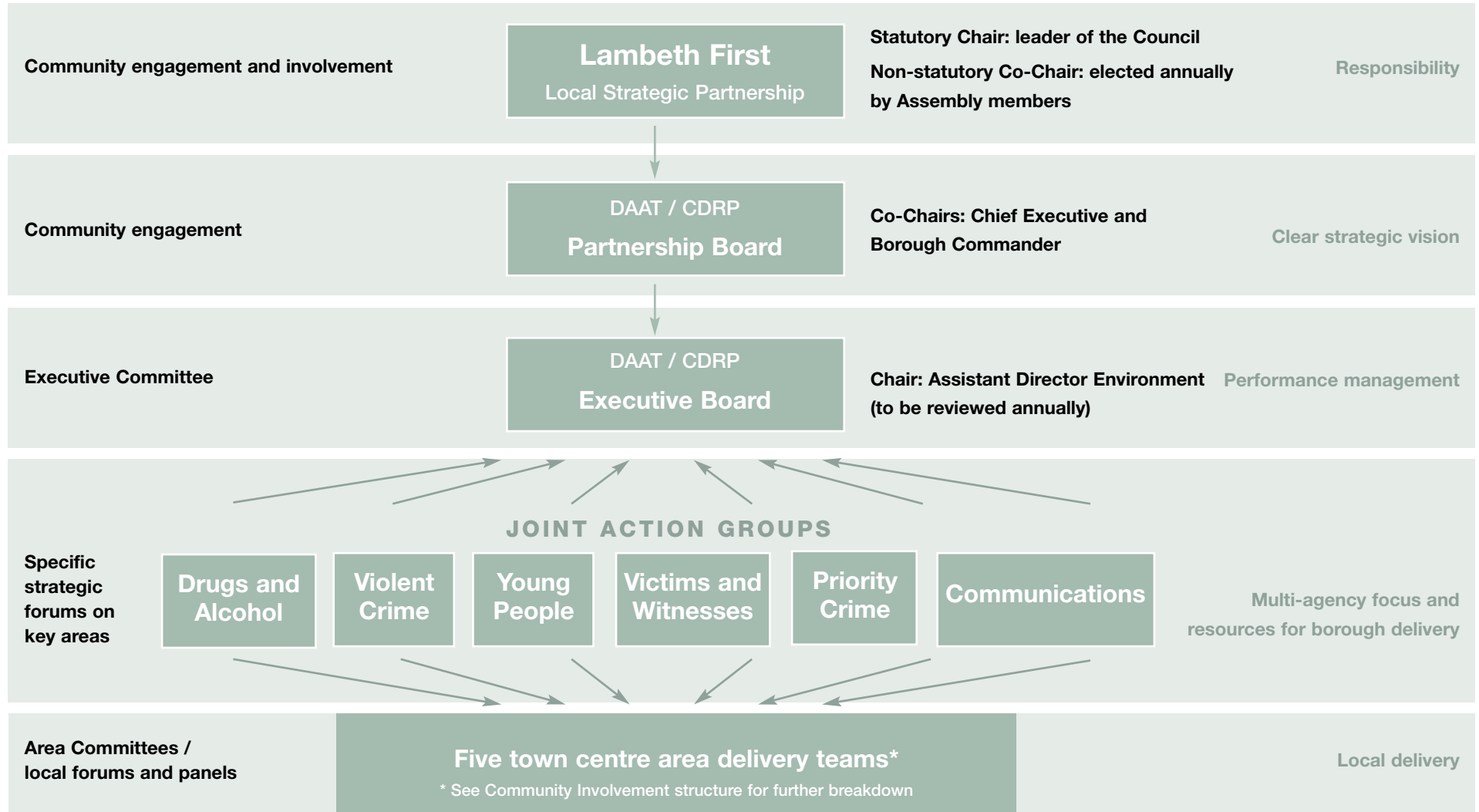


Chapter 5 Governance

Governance Structure



How will we deliver the strategy?

The strategy will be delivered through two levels:

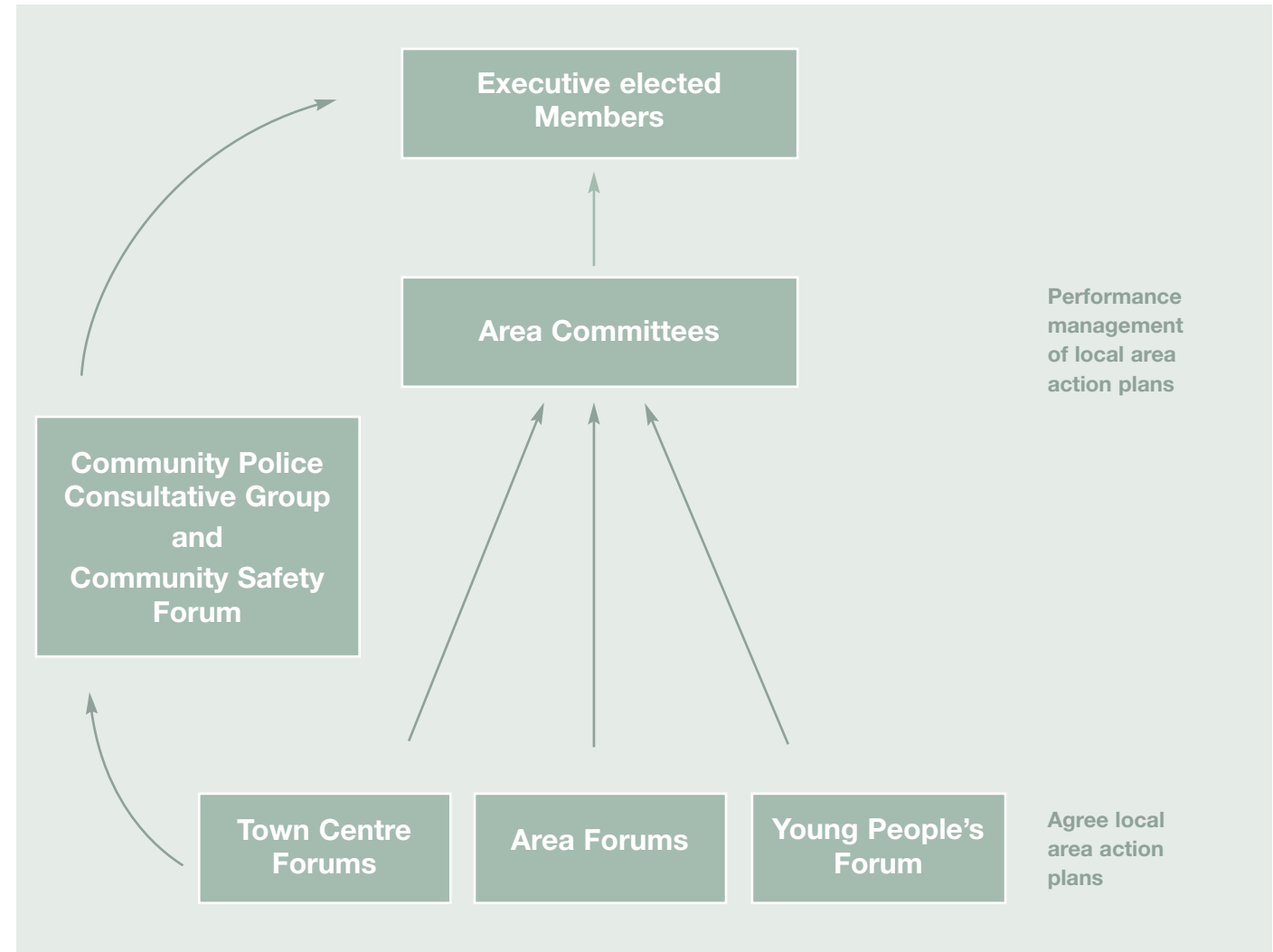
First level – Governance structure

- DAAT/CDRP – re-establish an effective, transparent structure which ensures that:
 - The overarching strategic structure links with Lambeth First, our local strategic partnership and the borough's Community Strategy.
 - There is a clear performance management framework in place so that we know what works, where, when, how and why.

Second level – Community Involvement Structure

- There is an on the ground delivery programme working directly with communities and area committees.
- There is community involvement at all levels.

Community Involvement Structure



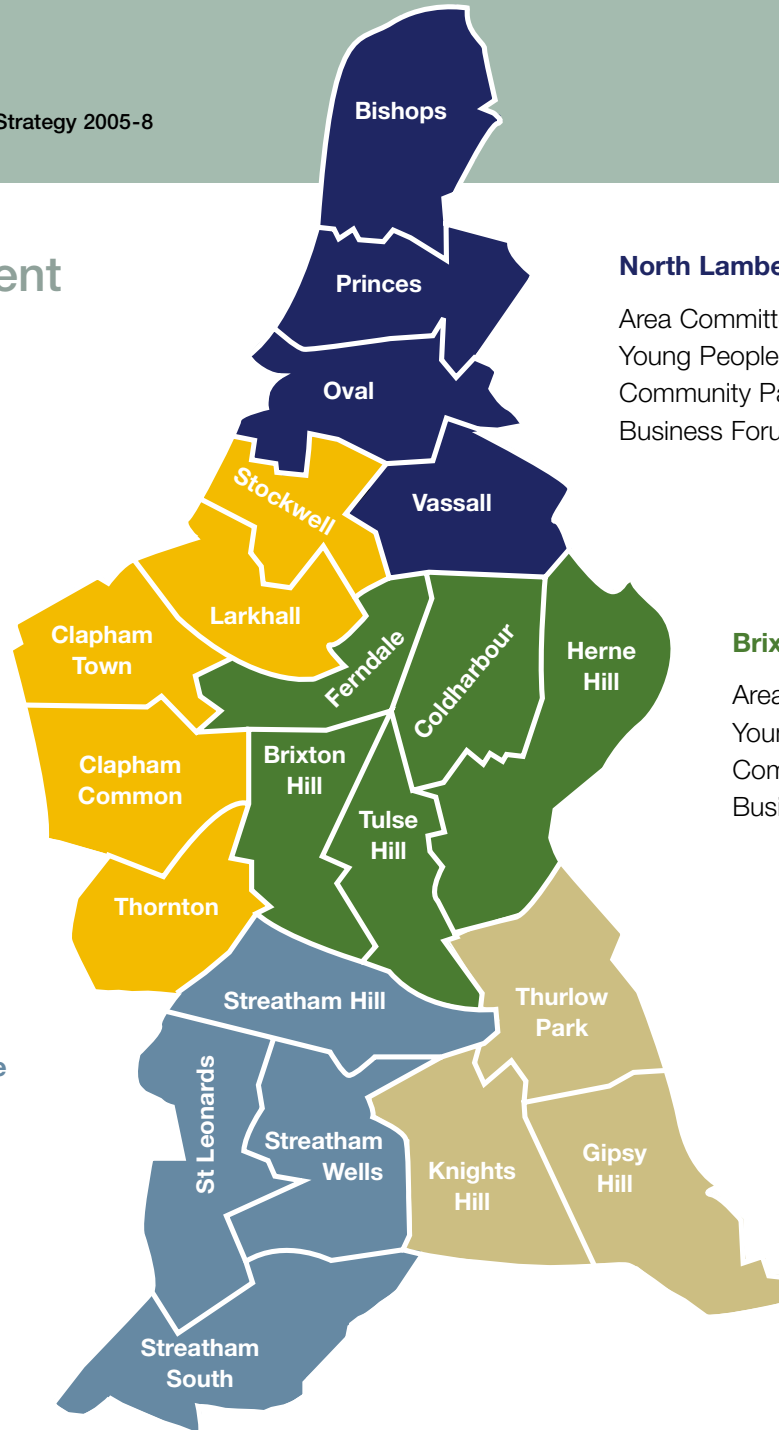
Community engagement through town centres

Clapham and Stockwell Town Centre

Area Committee Forum
 Young People's Forum
 Community Panel
 Clapham Park Project
 Business Forum

Streatham Town Centre

Area Committee Forum
 Young People's Forum
 Community Panel
 Somalian Forum
 Business Forum



North Lambeth Town Centre

Area Committee Forum
 Young People's Forum
 Community Panel
 Business Forum

Brixton Town Centre

Area Committee Forum
 Young People's Forum
 Community Panel
 Business Forum

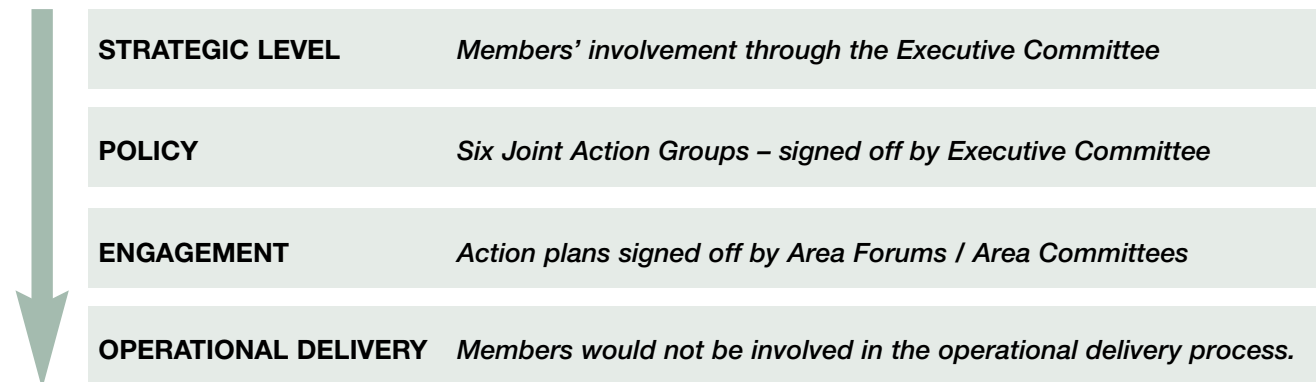
Norwood Town Centre

Area Committee Forum
 Young People's Forum
 Community Panel
 Business Forum

Involvement on a borough-wide Community Safety Forum level would come from the following:

- Domestic Violence Forum
- Community Police Consultative Group
- Anti social Behaviour Strategic Group
- Drug and Alcohol Action Team
- Lesbian, Gay, Bisexual, Transgender Forum
- Tenants' Council
- Leaseholders' Council
- Pensioners' Action Group

Members' involvement will filter through from strategic level down to engagement level, as specified below:



Key focus for Drugs and Alcohol

Who will take the lead on this – Drugs and Alcohol Joint Action Group

Drugs and Alcohol Prevention

SHORT TERM 6 months	MEDIUM TERM 6-18 months	LONG TERM 18 months-3 years
<p>Continue with the Drugs Education in Schools programme and extend it to include a client support service.</p> <p>Ensure that a preventative strategy is included as part of implementing the Licensing Act 2003.</p> <p>Publish and distribute an information leaflet on the effects of drugs and alcohol.</p> <p>Review and identify gaps in treatment and other support service provision for prostitutes.</p>	<p>Extend the Arrest Referrals Scheme to cover peak times in all custody suites.</p> <p>Establish protocols with key pubs and clubs around environmental management and responsibility for their customers.</p> <p>Consider the needs of prostitutes at service planning level.</p>	<p>Work with major stakeholders to deal with anti social and alcohol-related behaviour.</p>

Key focus for Drugs and Alcohol *continued*

SHORT TERM 6 months	MEDIUM TERM 6-18 months	LONG TERM 18 months-3 years
<p>Continue work on:</p> <ul style="list-style-type: none"> • Drugs intervention for people from Black and Minority Ethnic communities and • Estate-based training. <p>Start the delivery of training to tier 1.</p>	<p>Review the number of BME people and women entering treatment.</p> <p>Identify new methods of consulting with local communities on licensing applications.</p>	

Key focus for Drugs and Alcohol *continued*

Drugs and Alcohol Reassurance

SHORT TERM 6 months	MEDIUM TERM 6-18 months	LONG TERM 18 months-3 years
<p>Improve reporting and links between A&E and the relevant agencies for people with alcohol and/or drugs issues who are perpetrators or victims of violent crime.</p> <p>Carry out analytical research into the night-time economy and the relationship between alcohol and violent crime.</p>	<p>Develop a common reporting form for people attending A&E for violent crime, drugs and alcohol-related issues.</p>	<p>Establish A&E as third party reporting sites for violent crimes and drugs and alcohol issues.</p>

Key focus for Drugs and Alcohol *continued*

SHORT TERM 6 months	MEDIUM TERM 6-18 months	LONG TERM 18 months-3 years
<p>Publicise our partnership approach to closing crack houses through:</p> <ul style="list-style-type: none"> • Highlighting the services available • Leaflet and poster campaign • Informing the community and offering assistance • Ensuring that Police and Drug Squad Officers have leaflets, cards, and directories available • Ensuring that the above publicity materials are made available to Arrest Referral Workers at police stations. <p>Revisit crack house protocols and reinvigorate partnership working by building on successes (e.g. work to support vulnerable tenants and designing out crack houses).</p> <p>Facilitate information exchange with the Drug Squad.</p>	<p>Ensure better information sharing between drug rehabilitation services and the Police.</p>	<p>Develop and improve the dual diagnosis of clients known to both the mental health and drug treatment services.</p>

Key focus for Drugs and Alcohol *continued*

Drugs and Alcohol Enforcement

SHORT TERM 6 months	MEDIUM TERM 6-18 months	LONG TERM 18 months-3 years
<p>Carry out Clapham case study exploratory pilot as part of research into alcohol-related violence and the night-time economy.</p> <p>Set targets and baseline from the above study.</p> <p>Adopt a partnership approach to enforcement, involving licensing, the Police, Environmental Services, the CCTV suite, patrolling staff, the security industry, A&E and the alcohol industry (licence holders and national corporations).</p> <p>Look at alcohol arrest referral pilots and establish protocols.</p> <p>Consider the implications of extending late licences of premises (e.g. so that these coincide with times when the underground service is in operation).</p>	<p>As a result of the case study on Clapham, develop a three-year action plan (e.g. effective pub watch, regular A&E links, planning links, treatment agencies).</p> <p>Publicise information on services available on arrest.</p> <p>Support the introduction of a relevant treatment programme for problematic (not chronic) binge drinkers and support the introduction of a dedicated hospital-based worker.</p> <p>Provide information on the back of penalty notices for alcohol advice and help.</p> <p>Develop court diversion target for under 25s (e.g. first offence, agree to treatment and counselling).</p>	<p>Roll out the alcohol-related violence pilot to all other town centres, reflecting local factors.</p>

Key focus for Drugs and Alcohol *continued*

SHORT TERM 6 months	MEDIUM TERM 6-18 months	LONG TERM 18 months-3 years
<p>Police to drug test perpetrators of domestic violence or assault if drugs or alcohol misuse is suspected as the trigger.</p> <p>Ensure tight follow up for offenders after their release, and information exchange through links with the Offender Management Group. Key partners to include:</p> <ul style="list-style-type: none"> • Probation • Police • Housing • Prison Service • Treatment • Education • Social Services. 	<p>Co-ordinate treatment availability for binge drinkers – e.g. motivational interviewing, brief intervention.</p> <p>Encourage support for young people on arrest, offering drug and alcohol arrest referral and court diversion.</p> <p>Review enforcement of bylaws.</p> <p>Carry out joint operations on drugs on public transport and ensure effective information exchange.</p>	

Key focus for Violent Crime

Who will take the lead on this – Violent Crime Joint Action Group

Violent Crime Prevention

SHORT TERM 6 months	MEDIUM TERM 6-18 months	LONG TERM 18 months-3 years
<p>Evaluate the gun crime initiative to identify best practice.</p> <p>Establish annual Lambeth Peace Week.</p> <p>Establish the Domestic Violence One Stop Shop.</p> <p>Establish effective policy and practice around race hate and homophobic crimes.</p> <p>Employ a Hate Crime and LGBT Co-ordinator.</p> <p>Continue to support Operation Trident initiatives to reduce drug-related criminal activity.</p> <p>Establish effective data collection (adhering to Data Protection guidelines and legislation) with the following partners:</p> <ul style="list-style-type: none"> • Trans-intel for buses • British Transport Police • Crime and Disorder partnership • Data on alcohol triggered crime. 	<p>Establish a range of programmes to reduce involvement in gun culture, gun crime, carrying offensive weapons, domestic violence and hate crime.</p> <p>Run high profile awareness campaigns around domestic violence, sexual assaults, hate crime and homophobic and transphobic crime.</p> <p>Carry out detailed analytical research across transport providers and other key agencies into crime patterns, both in and around transport routes and hubs. Research to make clear recommendations in terms of providing a safer journeys programme.</p>	<p>Support strategies to encourage the take up of benefits.</p> <p>Foster greater intelligence around the understanding of guns and violent crime and domestic violence and hate crime, with a range of programmes in place built on effective evaluation.</p> <p>Extend awareness campaigns to other key areas of violent crime, particularly alcohol-related violence.</p> <p>Introduce a crime reduction plan for each of the priority transport interchanges, including an awareness campaign.</p> <p>Hold a ‘Tackling violent crime in Lambeth’ conference.</p>

Key focus for Violent Crime *continued*

SHORT TERM 6 months	MEDIUM TERM 6-18 months	LONG TERM 18 months-3 years
<p>Carry out analytical research into the impact of alcohol-related violent crime on our A&E and health agencies.</p> <p>Establish a Lambeth Gang Intervention Programme involving young people as part of the group.</p> <p>Support personal safety classes aimed at vulnerable groups including young people and women.</p>	<p>Develop and co-ordinate the implementation of a community engagement plan, ensuring a wide range of views are taken into account from tenants, established forums, faith groups, BME communities, young people and disabled people.</p> <p>Work with established groups including Neighbourhood Watch, through initiatives including Good Neighbourhood Declarations and the reinforcement and expansion of Neighbourhood Watch areas.</p> <p>Distribute LGBT reporting cards at transport hubs, clubs, saunas and restaurants.</p> <p>Carry out an audit of what violent crime support groups exist, and establish a common referral process across agencies.</p>	<p>Establish whole family support schemes looking at best practice, such as the Dundee Family Project.</p> <p>Influence and shape long-term environmental management plans through Section 17 and in particular the Unitary Development Plan, planning and transport hubs.</p>

Key focus for Violent Crime *continued*

	SHORT TERM 6 months	MEDIUM TERM 6-18 months	LONG TERM 18 months-3 years
Violent Crime Reassurance	<p>Clarify policies on guns, knives and replica guns.</p> <p>Train school staff to spot signs of domestic violence (DV) and abuse.</p> <p>Adopt a voluntary code for businesses and retailers around the sale of replica guns.</p>	<p>Carry out six Operation Trident operations per year via the CCTV suite.</p> <p>Carry out awareness programme in schools on guns, knives and the impact they have on the community.</p>	<p>Improve support service provision to include the consideration of housing of victims of domestic violence.</p>

Key focus for Violent Crime *continued*

SHORT TERM 6 months	MEDIUM TERM 6-18 months	LONG TERM 18 months-3 years
<p>Improve security at entertainment venues with the Security Industry Authority.</p>	<p>Carry out detailed analysis of violent crime in the borough. Back this up with regular hotspot analysis from the DIP, PPO and Housing.</p> <p>Develop a matrix of interventions for violent offenders.</p>	<p>Set up Joint Service Centres and A&E third party reporting sites for violent crime.</p> <p>Establish a protocol for links between the Criminal Justice System and local partnership enforcement.</p> <p>Research how we make assessments of young people who commit violent crime, with particular reference to sexual offences.</p> <p>Set up a persistent violent offenders review panel, including key partners:</p> <ul style="list-style-type: none"> • Housing • Police • Lambeth Primary Care Trust • Regulatory Services • TfL Crime Prevention • Social Services • Education • Youth Offending Team • Probation • Prison.

Key focus for Young People

Who will take the lead on this – Young People’s Joint Action Group

SHORT TERM 6 months	MEDIUM TERM 6-18 months	LONG TERM 18 months-3 years
<p>Undertake further analysis of statistics and other qualitative information to assess the impact of crime generators on deprivation.</p> <p>Establish five town centre based young people’s forums to advise on youth provision and opportunities (based on recommendations from the OFSTED review of youth provision and the results from peer inspections).</p> <p>Consult and develop a three-year Youth Justice Plan 2005 to 2008.</p> <p>Work with the Youth Council and Lambeth Community Police Consultative Group to form a Youth Panel as part of our consultation and accountability process.</p>	<p>Target work with young people either being exploited or at risk of being exploited and raise awareness of prostitution with young people in schools, youth clubs, etc.</p> <p>Actively involve young people in the design and delivery of youth provision with ongoing peer mentoring.</p> <p>Implement a plan focusing on the priorities identified, in particular the prevention of offending, reduction in the rates of reconviction and address differential outcomes based on race.</p> <p>Ensure that preventing crime and reducing the fear of crime amongst young people is a focus of the Children and Young People’s Strategic Partnership.</p> <p>Promote the use of positive role models for young people.</p> <p>Extend Miss Dorothy.com to three other secondary schools and their feeder schools.</p>	<p>Develop a multi-agency research team to assist the partnership on long-term prevention programmes linked to the Community Strategy.</p> <p>Establish a programme of positive life choices for young people to break the cycle of drug supply and dependency.</p>

Key focus for Young People *continued*

SHORT TERM 6 months	MEDIUM TERM 6-18 months	LONG TERM 18 months-3 years
<p>Develop the Lambeth Youth Pledge which will articulate our commitment to young people across all service provision.</p>	<p>Support the Youth Council to take forward the recommendations of young people consulted in the borough, to direct delivery of crime reduction programmes.</p> <p>Communicate and advertise the Youth Pledge in different media. Set targets to measure delivery against the pledge and monitor performance.</p> <p>Secure funding to extend programmes building on innovation developed from pilots. Involve children and young people, their parents and carers in the evaluation of the pilots.</p> <p>Pilot the programmes in selected schools and other settings. Evaluate the impact of the programme using peer inspection.</p>	<p>Ensure that young people are represented at all levels of the Partnership with a range of models in place to ensure young people's views are heard and acted on.</p> <p>Firmly establish out of school learning throughout the borough. Extend and expand the programme to include inter-generational workshops and links with whole communities.</p>

Key focus for Young People *continued*

Young people Reassurance

SHORT TERM 6 months	MEDIUM TERM 6-18 months	LONG TERM 18 months-3 years
<p>Extend the Restorative Justice programme into schools.</p> <p>Extend the Safer Schools Partnership.</p> <p>Review the impact of the Positive Activities for Young People programme and make it more focused on long-term support for those at risk of causing crime.</p>	<p>Patrols outside targeted schools at flare up times for offences.</p> <p>Secure medium and long-term funding for core Youth Council reassurance activities</p> <p>Carry out parenting classes through the Behavioural Improvement Plan, Youth Offending Team and individual schools.</p> <p>Extend the Voluntary Cadets Core Programme.</p> <p>Raise the profile of the positive potential of young people in neighbourhood areas.</p>	<p>Roll out a peer mentoring programme through the Youth Service.</p> <p>Establish three fully-serviced extended schools to incorporate a victim support service.</p> <p>Establish a process for young people to carry out audits of their estates (link with Housing Officers or the Youth Council) and estate inspections following the peer inspections of the youth provision model.</p>

Key focus for Young People *continued*

SHORT TERM 6 months	MEDIUM TERM 6-18 months	LONG TERM 18 months-3 years
<p>Carry out education and publicity campaigns on the consequences of pupils not attending school (e.g. fewer opportunities, penalty notices and court action).</p> <p>Introduce awareness programme for schools staff on exclusion classifications in relation to drug-related exclusions.</p> <p>Youth Offending Team (YOT) to set up steering group for the Resettlement and Aftercare Provision (RAP) programme.</p> <p>Introduce and embed behaviour policies on bullying and ensure consistency across schools.</p> <p>Identify and support work that looks at reintegrating young Lambeth residents from Young Offenders' and Mental Health Institutions back into the community.</p>	<p>Introduce information-sharing strategy for professionals on young people and criminal justice e.g. for use in intensive case management.</p> <p>Embed Restorative Justice in schools already using it and investigate ways of extending to further schools (work to be led by the YOT).</p> <p>Formalise process map for penalty notices, court action and the involvement of CAMHS, the PCT and substance misuse.</p> <p>Introduce and embed a policy for exclusions for substance misuse: look at delivering treatment within schools. Delivery of seamless tier 1-3 interventions at source.</p> <p>Reassess the effectiveness of case management care plans to address mental health and substance misuse more effectively.</p> <p>Progress RAP programme for young offenders, looking at reintegration and rehabilitation of young people from Lambeth from Young Offenders' Institutions into the community.</p>	<p>Reassess the membership of the review team for Prolific and other Priority Offenders (PPO) for young people to ensure that their needs are addressed holistically.</p> <p>Development of community-based forensic psychology team, either cross-borough or through sectional secondment of staff in existing team.</p> <p>Look at cross-borough commissioning to support young people's reintegration into the community prior to their departure from Young Offenders' and Mental Health Institutions.</p>

Key focus for Victims and Witnesses

Who will take the lead on this – Victims and Witnesses Joint Action Group

Victims and Witnesses Prevention

SHORT TERM 6 months	MEDIUM TERM 6-18 months	LONG TERM 18 months-3 years
<p>Improve information and education of the public around enforcement processes, e.g. legislation (criminal/civil) and available support services.</p> <p>Ensure prompt feedback of outcomes to communities and individuals.</p> <p>Fund additional security for vulnerable elderly and disabled residents.</p>	<p>Continue to develop domestic violence (DV) One Stop Shop, and produce literature about available support.</p> <p>Publicise new DV court in Camberwell.</p> <p>Make sure available legislation is properly and effectively implemented and if necessary lobby for changes in the law.</p> <p>Increase numbers of third party reporting sites and ensure that they are accessible and well advertised.</p> <p>Officers with a patrolling remit to carry out awareness campaigns in schools on How to avoid being a victim, What happens if you are a victim and What to expect after a crime is reported. Emphasis to be on active involvement rather than giving out leaflets.</p>	<p>Investigate the possibility of developing community-based third party reporting sites such as Joint Service Centres, along with outreach workers.</p>

Key focus for Victims and Witnesses *continued*

SHORT TERM 6 months	MEDIUM TERM 6-18 months	LONG TERM 18 months-3 years
<p>Ensure that there is stronger community safety representation on the Local Criminal Justice Board.</p> <p>Identify key professionals who can advise and offer support to young victims and witnesses.</p> <p>Establish a buddy system for victims and witnesses.</p> <p>Fund and promote 'Message in a bottle' scheme for older residents.</p>	<p>Ensure that Housing works with Witness Protection so victims of crime (including victims of domestic violence) are considered in Lambeth Housing policy.</p> <p>Continue to incorporate personal safety questions into the next staff survey and track against the baseline established in 2003-4.</p> <p>Ensure that Witness Protection works with other community groups who are non-tenure specific.</p> <p>Investigate establishing a project to identify community representatives (see Oldham example) who would be willing to visit other community groups and share their positive experience about giving evidence.</p> <p>Community victims support service to be piloted to run in one to two town centres.</p> <p>Establish a family victim support service.</p> <p>Ensure that representatives from Witness Protection go out and talk to communities.</p> <p>Establish a partnership approach to dealing with domestic violence.</p>	<p>Establish an effective post-court process of support and contact, particularly for victims of anti social behaviour, domestic violence and hate crime.</p> <p>Explore the feasibility of a Lambeth reporting hotline.</p>

Key focus for Victims and Witnesses *continued*

SHORT TERM 6 months	MEDIUM TERM 6-18 months	LONG TERM 18 months-3 years
<p>Develop a scheme that would train outreach workers to link with local communities to support victims and witnesses (particularly victims of domestic violence).</p> <p>Review and develop third party reporting processes particularly for BME, LGBT, young people and other vulnerable groups.</p> <p>Set up a satellite video link for victims to reduce the issues around court attendance.</p>	<p>Link with PCT – Health centres, A&E and GP surgeries so that they have information and can give advice to victims and witnesses.</p> <p>Work with faith groups so they can act as advocates for victims and witnesses.</p> <p>Pilot support services from Joint Service Centres.</p> <p>Agree a protocol with the courts on supporting victims and witnesses, particularly in cases of anti-social behaviour.</p> <p>Integrate victims into the justice process, though Restorative Justice with particular emphasis on schools and through appropriate adult services (e.g. Probation, Prisons, community groups).</p>	<p>Ensure that special events such as Black History Month, LGBT History Month and Peace Week incorporate initiatives to support victims and witnesses.</p> <p>Establish and fund a capacity-building programme, focusing on victim and witness support through community-based groups.</p>

Key focus for Victims and Witnesses *continued*

SHORT TERM 6 months	MEDIUM TERM 6-18 months	LONG TERM 18 months-3 years
<p>Identify best and emerging good practice nationally.</p> <p>Bid for resources to improve existing services.</p>	<p>Make links with the other key Lambeth First partners.</p> <p>Expand services for victims and witnesses with a particular focus on the needs of young people, and victims of anti social behaviour, violent crime and hate crime.</p> <p>Provide training for key support services on the needs of victims and witnesses.</p> <p>Establish wet centres for street drinkers to reduce their victimisation.</p> <p>Establish a joint multi-agency training programme around reassurance and supporting victims and witnesses.</p>	<p>Develop an increased focus and service provision geared to the needs of victims and witnesses with improved access to statutory agencies and community-based provision.</p>

Key focus for Priority Crime

Who will take the lead on this – Priority Crime Joint Action Group

Priority Crime Prevention

SHORT TERM 6 months	MEDIUM TERM 6-18 months	LONG TERM 18 months-3 years
<p>Evaluate work with children and young people as part of the Safer Schools Partnership and other initiatives including PHSE and citizenship education</p> <p>Continue development work for KARROT scheme.</p> <p>Better information to the community on crime prevention measures, particularly key messages, times of the year and locations.</p> <p>Ensure that crime design standards and environmental improvements are included in all regeneration and major refurbishment programmes.</p>	<p>Identify and address gaps in provision and support development of networks that improve the integration of ex-offenders into the broader social inclusion focus.</p> <p>Extend programmes both within schools and out of school settings that educate and divert young people away from crime and anti social behaviour. In particular secure resources and implement the KARROT scheme which awards good school attendance and behaviour.</p> <p>Consider relocation of bus stops on Brixton High Street to reduce opportunities for crime.</p> <p>Review existing networks that support ex-offenders, including Probation, the Police and Prisons.</p> <p>Establish a Prevent and Deter multi-agency strategy to address Prolific and other Priority Offenders.</p>	<p>Develop ex-offender co-ordination networks and interventions.</p> <p>Carry out an assessment impact of the KARROT scheme in pilot schools and if appropriate extend to other schools.</p>

Key focus for Priority Crime *continued*

SHORT TERM 6 months	MEDIUM TERM 6-18 months	LONG TERM 18 months-3 years
<p>Give further support for peer mentoring programmes through identified agencies and community groups.</p> <p>Provide basic information to people and practical tips, on how to keep safe, and where to get support.</p>	<p>Further develop the Safer Neighbourhoods Initiative provision and how the community engages with these.</p> <p>Identify cross-cutting interventions that aim to address the causes of crime and deprivation.</p> <p>Map current provision and work with perpetrators to determine how we can deliver an effective PPO programme.</p>	<p>Train key community members to support ex-offenders prior to their release and following their release into the community.</p> <p>Develop anti social behaviour community support as an extension of the case review process to increase community confidence and support.</p>

Key focus for Priority Crime *continued*

Priority Crime Reassurance

SHORT TERM 6 months	MEDIUM TERM 6-18 months	LONG TERM 18 months-3 years
<p>Consult with the community on Brixton Central Square and the restructuring plans for the area around the Oval, Windrush Square and St Matthew's. Ensure transport considerations are incorporated into plans.</p>	<p>Ensure tackling domestic violence is considered in Lambeth Housing service planning.</p> <p>Ensure single women with no children who have experienced domestic violence are considered in Housing service planning.</p> <p>Consider the feasibility of establishing a multi-partnership visible presence at the borough's key transport interchanges.</p> <p>Review the pilot scheme of providing safe havens for people to go if they fear for their safety, including newsagents, pharmacies and libraries.</p>	<p>Consider new ways of dealing with domestic violence. The victim currently has to 'uproot' to escape their violent partner in most cases, potentially cutting themselves off from their support networks, including their friends, family and children's schools.</p> <p>Maintain and extend visible presence in the borough, engendering community recognition and interaction.</p>

Key focus for Priority Crime *continued*

SHORT TERM 6 months	MEDIUM TERM 6-18 months	LONG TERM 18 months-3 years
<p>Carry out an intelligence and analysis exercise to identify specific geographic areas suitable for partnership approaches to enforcement and determine order of priority for rollout.</p>	<p>Develop a partnership approach to enforcement, learning from best practice from the Operation Refresh model which involves operations against ticket touts and working with Environmental services.</p> <p>Encourage the reporting of designated offences including domestic violence.</p> <p>Ensure publicity of changes to legislation to relevant partners i.e. a power of arrest for common assault.</p> <p>Publicise a positive arrest policy.</p> <p>Co-ordinate police enforcement on prostitution through a dedicated Vice Squad, disrupting 'supply' and 'demand'.</p> <p>Establish a kerb crawler re-education programme.</p>	<p>Assess results to date as to whether the PSA 1 target is being met.</p> <p>Subject to evaluation, secure longer-term funding to address the causes of women going into prostitution.</p> <p>Evaluate the effectiveness of the kerb crawler re-education programme.</p>

Key focus for Communication

Who will take the lead on this – **Communication Joint Action Group**

Communication Prevention

SHORT TERM 6 months	MEDIUM TERM 6-18 months	LONG TERM 18 months-3 years
<p>Promote community safety training for council officers, Members and DAAT/CDRP officers, with a view to extending it to the wider community.</p>	<p>Support the establishment of a business forum in each of the five town centre areas to develop best practice in crime prevention.</p> <p>Promote work with and develop links into the business community in relation to targeted projects carried out by the DAAT/CDRP.</p> <p>Promote a rolling programme of community clean up events in local areas.</p> <p>Promote and publicise work on Operation Refresh.</p> <p>Increase the proactive approach to publicity around those who are convicted of drug-related offences to encourage tougher enforcement of the people who come into Lambeth to buy drugs.</p> <p>Improve links with the voluntary and community sector to aid the delivery of community safety priorities.</p>	<p>Promote the work and achievements of the Drug and Alcohol Joint Action Group on drug couriership.</p>

Key focus for Communication *continued*

SHORT TERM 6 months	MEDIUM TERM 6-18 months	LONG TERM 18 months-3 years
<p>Encourage local communities to take responsibility and to play a part, for instance by coming forward as witnesses and reporting crime. Identify and circulate information through community networks in Lambeth.</p> <p>Adopt an Engagement Charter by June 2005.</p> <p>Develop a diversity monitoring form for attendees to use at key local DAAT and Community Safety meetings. Including Safer Neighbourhood Initiative community panels, delivery teams, business forums, young people's forums and community safety days. Monitor in year one to establish a baseline.</p>	<p>Investigate the incorporation of key community safety messages on existing mailings such as council tax or parking permits as appropriate.</p> <p>Raise awareness about what the DAAT/CDRP is doing to address kerb crawling and street sex workers, particularly in those communities most affected.</p> <p>Establish clear baselines for service use and recommendations for service improvements with respect to hate crimes by September 2005. Set clear targets for service improvements in years two and three.</p> <p>Develop a transparent commissioning framework for community safety related funds in year one (2005-6). Monitor number of successful and unsuccessful applications from organisations, specifically targeting BME communities and ensure this reflects the borough's demographics.</p>	<p>Work closely with the other JAGs and Lambeth Community Police Consultative Group in establishing effective community panels.</p>

Key focus for Communication *continued*

Communication Reassurance

SHORT TERM 6 months	MEDIUM TERM 6-18 months	LONG TERM 18 months-3 years
<p>Develop an effective communication strategy for the DAAT/CDRP, to include costs and actions.</p> <p>Promote positive messages about community safety in Lambeth.</p> <p>Work towards ensuring that partners act together in a co-ordinated way for all publicity, media and educational materials.</p> <p>Produce information for communities living in the identified Government Security Zone raising awareness of what to do in a terrorist incident.</p>	<p>Continue to improve communication and information-sharing between partners.</p> <p>Investigate the potential use of communications media aimed at groups which under-report, e.g. texting for young people, to encourage reporting and feedback.</p> <p>Develop campaigns to educate local residents and businesses about the role they can play in enforcing appropriate legislation.</p> <p>Work with support organisations for vulnerable and elderly residents to reassure people.</p> <p>Develop information on safer pubs and clubs and safer clubbing in the borough including access to drink testing facilities in key pubs and clubs.</p>	<p>Publish information on community safety agencies and support available, including reporting options.</p>

Key focus for Communication *continued*

SHORT TERM 6 months	MEDIUM TERM 6-18 months	LONG TERM 18 months-3 years
<p>Ensure clarity in communications messages, e.g. increase in reported drug crime means that we are being more successful in tackling drugs crime.</p>	<p>Review the community safety component of the Lambeth website and tie in awareness / advertising campaigns. Options include:</p> <ul style="list-style-type: none"> • Feedback facility so people can e-mail through their concerns and make sure that responsibility for reading and responding to these is allocated. • Facility for reporting crime / enviro-crime / anti social behaviour. <p>Develop a range of 'What if' guides for the community, giving information on crime.</p> <p>Establish a 'buddy' system for carers and workers to improve contact and support.</p> <p>Clarify procedures amongst agencies to ensure victims and witnesses of crime and community safety have immediate and direct support.</p> <p>Use joint service centres as local community safety 'surgeries' as part of early intervention and support.</p>	<p>Assist in producing a multi-agency route map for staff who believe the person presenting may have been a victim of crime.</p>