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STRICTLY PRIVATE AND CONFIDENTIAL

INVESTIGATION INTO ALLEGED BREACHES
OF THE COUNCIL'S EQUAL OPPORTUNITIES POLICIES
IN THE HOUSING DIRECTORATE

INTRODUCTION

1. The Panel was established by the Director of Housing to investigate allegations which had arisen in the course of a disciplinary hearing in the Housing Directorate. The Panel was chaired by the Senior Assistant Director, DFS, Eithne Harris, the Chief Parks and Children's Play Officer, DES, Jeanne McNair and the Head of Personnel, DSS, Yvette Adams.

2. DHS indicated that allegations had been made which concerned two separate issues. These were broadly:

(i) that pornographic video material had been exchanged amongst officers in Housing and elsewhere, and

(ii) that the Senior Assistant director, [REDACTED], had deliberately sought to improperly interfere with the process of an investigation.

3. The Panel was established and first met formally on 4 October, 1993. The Panel undertook all action necessary to establish the facts and fully investigate these matters including undertaking in the order of one hundred interviews, undertook site visits, and, where necessary, carried out interviews outside Lambeth. It also examined written evidence and documentation made available to it by management in DHS, DSS, and CEO and provided to it by witnesses and a very considerable amount of background information, including researching press and media information relevant to the investigation. Interviews included Housing employees, and ex-Housing employees, employees in DSS, CEO, DFS, ISD and DES and individuals outside the Council.

x 4. On the third day that the Panel had met, it received a request from the DFS and DHS for a meeting. At this meeting, the two directors requested a clear indication as to how much longer the investigation would be likely to take.

5. The Panel pointed out that the allegations concerned some five individuals, four of whom were on suspension, one of whom had been dismissed by the council; that in size and scope the investigation was unusually complex and potentially wide-ranging and that it seemed inappropriate and unreasonable to be pressing the Panel in this way in its third working day. The Panel advised the two Directors that it would give the investigation and its

rapid completion its highest priority, the Director of Housing Services undertook to report back to the Chief Executive and later indicated that he had done so. He also confirmed that the Panel's report was to be presented to himself. If any other action needed to be taken by other Directors this would be done by the CE.

6. During the course of the investigation, two further officers were suspended at the request of the Panel. These were:



These suspensions were agreed by their respective Directors.

7. In the time during which the investigation was carried out, a considerable number of press articles, directly or indirectly linked to the issues being investigated, appeared in the local and national press including articles in the South London Press, the Independent, News of the World, Daily Mail (Appendix A) and Private Eye. Most of these were 'leaked' to the press without Lambeth Press Office involvement.

8. The Panel had requested at the outset, base documentation relating to the context of the allegations, suspensions, etc from Housing. There was a very unsatisfactory response from Housing Personnel and the Panel met initially without any of this information, and spent a large part of the first part of the investigation trying to obtain this. Similarly, the initial system of attempting to arrange appointments via Housing Personnel proved unsatisfactory and in addition, it appeared that information as to who the witnesses were and when they were being seen was becoming too widely known. The Panel subsequently found it more effective to contact employees direct and arrange their appointments. The Panel had also not been written to individually, or as a Panel, to confirm their appointment, context or the resources that would be available to them to undertake the investigation. All information requested from the Housing Directorate and from the Director himself during the course of the investigation has been forthcoming.

9. International House and Mary Seacole House were used as the base for carrying out the investigation.

10. The Panel received a very considerable amount of co-operation and assistance from witnesses and in providing evidence to enable the investigation to proceed. The Panel was also impressed with the calibre and commitment of a great many of staff and former staff in the Housing Directorate and hopes that this resource will be supported and developed by management to the advancement of service delivery.

11. Prior to the Panel being established, the Director had discussed and agreed with senior personnel officers involved in the previous investigation the need for a wider investigation into

the background and context within Housing that had allowed the occurrence of ~~long-standing sexual harassment and sexual assault on employees~~. He had discussed this with the Panel at the outset.

12. It became quickly clear to the Panel that it would in any case be inevitable that the wider issues would need to be dealt with and these issues acquired greater prominence as the investigation proceeded.

13. The Council's core EOP and supplementary related policies procedures and practices provide the context not only to the original substantive complaint of serious sexual harassment and assault but also the allegations relating to the circulation of pornographic videos and the alleged interference by a senior officer in an investigatory process. It is a context which over the many years of its development has established clear organisational expectations of appropriate behaviour from employees particularly in response of gender and race related issues. In considering the evidence therefore the Panel were particularly mindful of the Council's original equal opportunities policy, the Council's sexual harassment policy, and the Council's disciplinary procedure and its equality dimension.

14. This report therefore is presented in four separate parts.

15. The first of these deals with the general context and background within Housing. It precedes and sets in context the second section which deals with the investigation of the specific allegations.

16. The third section deals in greater detail with the Equalities issues, particularly in respect of racism and women's equalities issues.

17. The final section notes other issues which arose during the course of the investigation and, where appropriate recommends further action management may consider taking in respect of these.

18. This investigation and the report have been undertaken and produced under time constraints which did not allow for formal statements to be taken. A number of witnesses were anxious that they should not be identified by name in any report submitted, unless they were specifically informed of this.

19. The report has therefore been written without identifying witnesses by name. In respect of any further action to be taken by Housing management the Panel would provide full details of the testimony given to us. However, it is the Panel's expectation that this report will provide a sound basis for managerial action to be undertaken as required.

20. Separate issues have been raised in respect of the Directorate of Social Services. Since the focus of this report has been on the Housing Directorate, the Panel is separately

raising with the Director of Social Services those issues which require his action or further investigation.

Section I: Context and Background

1. Environment

1.1. The atmosphere that pervaded Housing and that was described to the Panel by Housing and Ex-Housing witnesses, was one of intense fear. This did not emanate from the serious issues directly relating to [REDACTED] but from the fact the investigation was including, in its remit, the investigation of [REDACTED]. The Panel found this ambience of fear not only utterly unacceptable and inappropriate, but also sinister.

1.2. [REDACTED] was perceived to effectively control a system of patronage through organisational processes which favoured certain individuals and was detrimental to those were not part of this "circle." [REDACTED] was described by a large number of witnesses as "vindictive" and it was also widely alleged by witnesses that any form of disagreement with or 'crossing' of him would be likely to result in their position in the organisation being made untenable by him.

1.3. There was evidence that certain individuals had been forced to leave Housing, irrespective of the quality of their work simply because they were not favoured by, [REDACTED] or in some way, had antagonised him.

1.4. The Panel interviewed so many employees and former employees and their views were so consistently reiterated, that the possibility that some of the perceptions might simply be the result of organisational or personal antagonism against a long-serving and very senior manager had be discounted.

1.5. Time and again, interviewees claimed that they felt genuine fear and in some cases, actual terror of what would happen to them if they spoke openly to the Panel if [REDACTED] were then to return. It was almost universally accepted that their employment with Housing would be in jeopardy if this occurred. Staff who had left the organisation expressed similar strongly-held views about the need to not cross or disagree with him if one were to continue to be employed in Housing.

1.6. A number of those interviewed described methods of undermining that had been used by [REDACTED] including being "set up" in one way or another, undermined by ridicule, or criticised out of all proportion concerning minor, ambiguous, or ill-founded allegations. Very considerable effort would be needed in any event to respond or defend themselves and the end result would likely be either an undermining of the recipient's reputation or their own confidence. It was frequently stated that [REDACTED] offered little or no professional support to subordinates he did not favour and even put considerable effort into personally conducting these kinds of attacks, usually in writing, the issues raised were usually petty and 'nit-picking.'

1.7. Witnesses alleged that [] had also actively undermined a previous AD from the moment of his arrival in Housing, attempting to make him the joke of the Directorate. Evidence was also presented that [] had personally undermined other senior managers in the Directorate.

1.8. Whilst minor transgressions would often be pursued vigorously against some employees, major lapses and improprieties by others were apparently tolerated, dependent on the relationship that the employee was perceived to enjoy with []. There is some evidence of individuals being "set up" or undermined on such matters concurrent with other attempts to encourage them to leave the organisation.

x 1.9. As one example, the Panel was told by the Director, that three former employees, had all been investigated by Audit for undertaking training for other local authorities in work time. The Director confirmed that there was actual evidence of this in the form of payments from Greenwich and Brent Councils. The Panel requested the evidence for this and were supplied by the Director with a copy of the Audit Report and related correspondence.

1.10. The Report and other evidence did not show this. Despite "thorough investigation", it showed no evidence that [] had provided any training in any local authority (to establish this, all inner London Labour authorities were contacted and asked whether they had made payments to [], a prominent labour member in an authority outside Lambeth). No authority provided any evidence that they had. There was no evidence of any investigation at all related to [].

1.11. [] had carried out work for one authority. Of the twenty days in which he trained, seventeen were done during approved leave. Three others were not readily accounted for.

1.12. Not only is this the case but the Audit Report acknowledged that the personnel records in the section were "chaotic" and this was confirmed by other Personnel staff. The Internal Audit Report by [] suggested that it was unlikely that management could prove any intention to defraud because of this and the fact that the majority of the training had clearly been done in his own time. It acknowledges [] as a very high quality practitioner who would have little difficulty bringing character witnesses and that the incident was clearly a product of general disorganisation in the Personnel Section and that the priority should be to remedy this. It suggested that it might be possible to take action against [] because he would have known of []'s training activity! The Audit report is curious in its approach and it is the Panel's view from the tone and content of the report that Audit had been asked to carry this out to assist management's leverage in forcing [] and [] out of the organisation. This seems both an inappropriate use of Audit and a corrupt misuse of managerial authority by [], who requested the investigation. The Panel was surprised that the Director seems to have been unaware of the facts when speaking to the Panel.

1.13. The Panel was told by the Director that this investigation had been occasioned by complaints from their own staff. Whilst the Panel was not able to interview all their staff, the staff working most closely with [] and [] did indicate that they did not believe that either staff member had done training in work time and were unaware of anyone in Personnel making such complaints.

1.14. It is considered significant that there was no record produced for the Panel of the basis for the original complaint; that the Investigation did not establish that either of the two officers had undertaken any work in Council time; that the scope and outcome was not at all as described to the Panel by the Director; and that this "Investigation" took place during the period that the group of black divisional personnel officers were ring-fenced for a smaller number of posts and a white personnel officer who retained a substantive (though part-time) post elsewhere, was placed into the ring-fence. Both [] and [] left the Council around this time.

1.15. It does seem clear that this "Investigation" and the threat of possible disciplinary action being taken against the two officers would have had a significant de-stabilising and undermining effect in the context of potential redundancy. The Panel cites the above as one example of action instigated by [] in an inconsistent, inappropriate and undermining way, against subordinate staff who were in some way outside of []'s circle of favoured staff.

1.16. It is unclear whether the Director was, initially, simply providing the Panel a hearsay, albeit very damning, view of the integrity of the officers involved. However, having provided the Report itself, he did not rescind or amend his original observations to the Panel about the fraud allegedly perpetrated by these three ex-employees. The Panel recommends that the Director seriously reconsider the implications of this issue and any related circumstances where he may have relied on advice from [] to form the basis of his views without reviewing available evidence.

2. Relationship to Sexism and Racism

2.1. It is important to emphasise, that, whilst recognising that some level of "intimidation" might be perceived by some people to relate to a senior officer who may either have a strong personality or be simply seen as having considerable power organisationally, that the fear that was expressed to the Panel was qualitatively different and related to the personality and mode of operation of [] and a perception of a requirement of absolute personal "loyalty" that did not tolerate either disagreement or criticism.

2.2. The reverse side of the almost palpable fear, particularly amongst those that were simply not liked or had, in some way, transgressed this requirement of personal loyalty by

criticising or disagreeing with him, were those people who were perceived to benefit from structures for rewarding perceived loyalty or friendship with [REDACTED]. Some aspects of these are dealt with in greater detail elsewhere and include the mechanisms of slottings-in, upgradings, and honoraria, all of which fell within [REDACTED]'s remit in his current and previous posts. The Panel was concerned that [REDACTED] his systematic abuse had been allowed to become established in the first place and continue for so long unchecked and unchallenged

2.3. Thus people, largely women in administrative and relatively junior positions were seen to enjoy particular friendship with [REDACTED] that undermined proper working relationships. In addition, some women in support services were alleged to have carried out semi domestic functions for him; these apparently including cleaning [REDACTED]'s home, doing his cooking on occasions and collecting his cleaning, etc.

2.4. Seen as isolated instances, these would not in themselves have been remarkable. What is significant in this context was that this social network seemingly dominated and determined much of the work atmosphere and work relationships and seemed to take precedence, in the workplace, to proper organisational ones. This is particularly important in understanding the context and environment in which [REDACTED] was able to sexually harass and assault two subordinate staff, and in which other instances of impropriety and abuse appear to have been allowed to continue unchallenged for years.

2.5. This atmosphere of social linking and informal networks (predominantly white) may well be a major factor in the creation of an organisation within DHS in which "croneism" and "favouritism" were widespread and perceived to flourish as the 'de facto' norm utilising the very mechanisms that the Council has developed to avoid these. These same mechanisms within DHS also served to sustain organisational racism and sexism.

2.6. Job Evaluations, restructurings, slottings-in, overtime and honoraria and above all, the large number of "Special Projects" established in DHS were all perceived by witnesses as mechanisms controlled by [REDACTED] as Head of Personnel and as SAD as rewards for friends and associates. Similarly, investigative and disciplinary processes and their outcome were seen by witnesses to be controlled by [REDACTED] to be used against people whom he did not support or even, possibly, wish to see continuing in their posts.

2.7. There was substantial evidence to support the view that people who socialised with [REDACTED] or were seen to be close to him were disproportionately in receipt of slotted-in promotion, overtime, upgradings and honoraria, as is detailed elsewhere.

2.8. Racism and sexism appeared to play a significant role in the outcome of this in that the recipients or beneficiaries of these processes were also overwhelmingly white and male.

2.9. It was perceived as significant by the Panel, in terms of organisational sexism, that those few women who benefited, or were perceived to benefit from this patronage benefited far less than their male counterparts; and were, in the main, relatively junior women in support functions (but again, predominantly white).

2.10. More senior women, including a number of Assistant Directors, were generally perceived by witnesses to have been given a "rough time" by Housing and, this also, generally, applied to more senior professional women in [redacted]'s division.

2.11. This same atmosphere of sexist norms seems to have allowed an atmosphere where continuous suggestive comments and off-colour banter by [redacted] and other male managers were never challenged or seen as challengeable and where the serious sexual harassment of two women employees over a period of a number of years was able to pass unchallenged and unaddressed. [redacted] was perceived as a close social friend of [redacted]'s.

2.12. In this same environment, computer pornography and the exchange of pornographic videos is alleged to have occurred. A large number of hearsay allegations of [redacted] harassing other women employees over the years, were not possible to verify with the women themselves, but would have been unlikely to have been challenged by the organisation as we have indicated elsewhere. Most witnesses to [redacted]'s and other Housing officers sexual "banter" confirmed that it was not really acceptable but "it is just how (he) is", or "I could handle him" or "if I complained it wouldn't be taken seriously." Responses in this regard were defined on a personal and individual basis rather than on the basis of organisational values and standards.

2.13. The Panel found the evidence presented to them confirmed within DHS a managerial context that is organisationally discriminatory, sinister, unacceptable and de-motivating. The combined elements of fear of victimisation, perceived favouritism, and excessive social relationships with no counter-vailing standards or values being established by management or perceived to operate, provide a context for sexism, racism and nepotism to flourish and for improper and corrupt personnel and other practices to also flourish.

3. Social Networks and Relationships

3.1. Social networks were perceived by a great many witnesses to have become inseparable from and to undermine, appropriate work relationships. The Panel considered this to be a very significant factor.

3.2. These social relationships and activities were perceived to almost always link with or include [redacted].

3.3. Organised social events for Housing staff which were perceived to be organised by, for, or with [redacted], included annual

outings to Derby, Goodwood and the Lord Mayor's Show as well as occasional one-off events. The Director advised the Panel that he thought these kinds of events 'should be encouraged', and that 'he could not see why people shouldn't be friends' although he added that he himself did not go on these events.

3.4. The view of many witnesses was that these events were organised by the group of people seen to be close to [REDACTED] (and therefore already 'favoured' in the organisation) and that participation in them had greater organisational significance than simply enjoying a day away.

3.5. Most black witnesses emphasised that they did not go or were not invited. Many witnessed alleged that a relaxed social atmosphere and drinking at the events themselves undermined proper management relationships between senior and subordinate staff and that, possibly as a result many relatively junior staff were considered to have direct and inappropriate access and to enjoy the patronage of [REDACTED].

3.6. In addition, a group of officers were considered to be a "drinking" network, centred around lunch at The Trinity and Hope and Anchor pubs. Again, the group drinking together was generally white officers and whilst the perception of who the 'regulars' were varied somewhat, [REDACTED] and [REDACTED] were generally perceived to be a core group along with [REDACTED] and [REDACTED]. The Director himself was perceived to be an occasional part of this group.

3.7. It was the perception of many witnesses that an inner-circle of social networks including [REDACTED] undermined formal processes, including recruitment, honoraria, disciplinary and other personnel matters, and created a clear 'in-group' that was perceived to be beyond control.

3.8. The inclusion of [REDACTED], for example, within this grouping, given his much-cited constant sexual banter, allegations of his being frequently 'amongst the missing', taking long lunch hours that involved drinking and his allegedly inappropriate relationships with contractors (see elsewhere in more detail) can be seen to have been a symptom of a widespread malaise which further eroded perceptions of proper work conduct and confidence in senior management dealing with issues in this area.

3.9. The women in this circle, including [REDACTED], Word Processing Operatives and [REDACTED] and porters often did Saturday overtime. The women were often specifically asked by [REDACTED] who also frequently worked on Saturday. The work required including filing, photocopying, collation and distribution of committee reports. The work allocated for overtime did not seem to be priority work but included filing and general admin work. Evidence was given to the panel by a number of individuals that very little was achieved on these Saturdays. One witness described the Directorate on Saturdays as a "drop in" centre where people went shopping or read newspapers. He also stated that [REDACTED] actively encouraged the

porters to do as little as possible by distracting them and chatting to them.

3.10. Other social networking occurred via early morning meetings in Tosca's Cafe which had a core group that included [REDACTED], and others. Sporting activities, for some people, were alleged to involve working hours participation. These were generally linked with drinking and sports/games in the Social Club. [REDACTED] was a constant factor in these. Again, these various networks were perceived to feed into each other. All involved a small core group thought to be close to [REDACTED].

3.11. Witnesses also consider that a further network, which may have had a social side, was the network of ex-DMS staff, all of whom were seen to be close to [REDACTED], all of whom were white males, nearly all of whom had been appointed into the directorate without the need for competitive interview and nearly all of whom occupy key positions in DHS. These include [REDACTED], [REDACTED], [REDACTED], [REDACTED], [REDACTED], [REDACTED], [REDACTED]. [REDACTED] was previously employed in DMS and socialised with a number of these people. Whilst it is understood that many people would have needed to be redeployed on the demise of DMS, and most (but not all) of the above entered DHS via that route, these are nearly all individuals who had worked closely with [REDACTED] in the past on [REDACTED]'s restructurings, etc and there was a perception amongst many officers that these jobs (most of which were not into established posts at the time) were 'personal rewards.'

3.12. Whether or not this is so, the effect of absorbing, at a very senior level of management, a large number of white male staff from out of DMS into such key positions as they now occupy has had an effect on perceptions of a largely white, male 'clique' of friends and associates of who have control of important and strategic areas within the directorate, and augmenting this control through social networks.

3.13. The Panel during the investigation was concerned about the number of witnesses who in giving evidence referred to the network operated through Freemasonry and where fearful for their jobs. Statements like "I could not find a job in local authorities as all are Freemasons" was quoted to the Panel. Concern was also expressed that the Freemasonry network could be utilised for socialisation and could provide a mechanism if persons did wish to exchange information, material etc.

3.14. The Council during the summer cycle had considered a report on the subject where reference was made that in the 1992-93 Masonic Year Book a Lambeth Borough Council Lodge and a Lambeth Borough Council Mayor Arch Chapter were listed.

3.15. Witnesses implied that promotion etc was not based on merit "but if you were a friend of so and so". Otherwise the individual employee was not going to get anywhere. Reference was made to an investigation undertaken about two years ago in Housing where it was alleged that a room at the Town Hall had been allocated for Freemasonry. Witnesses alleged that there could be

a connection between the social friendship network and the Freemasons. The investigation was halted because the individuals "came up against a brick wall."

Section II: Original Allegations

4. Pornographic Videos and Other Materials

4.1. Initial allegations were made that pornographic videos were exchanged amongst a group of officers. These included [REDACTED] and [REDACTED].

4.2. There was, at first, little evidence to positively support this, although there was rumoured to be a list of videos and people who had hired them existed within Housing. There were also allegations that pornographic videos were available from the Social Club.

4.3. Not surprisingly, the suspended officers claimed no knowledge of the exchange of pornographic materials. [REDACTED] advised the Panel that she had on one occasion recorded a film on Sky that [REDACTED] had expressed a particular interest in seeing. However, she alleged that she was unable to recall the title of the film or its content. She claimed to have given it to [REDACTED] in the Social Club. The Panel were informed that [REDACTED] had met [REDACTED] on several occasions to exchange pornographic videos.

4.4. [REDACTED] was fairly widely known to have a very considerable interest in films and film-making described by one witness as 'very violent, not necessarily pornographic' and [REDACTED] too volunteered only a single occasion having loaned a video copy of the film "Misery" to [REDACTED], a close friend. He was apparently a keen photographer.

4.5. Other witnesses alleged his considerable interest in sadomasochism, etc. It is also alleged that he was, on one occasion, "pulled-up" in relation to pornographic videos in the past by a senior personnel officer. He is alleged to have exchanged pornographic videos with [REDACTED] and [REDACTED]. He is alleged to have supplied Housing officers with hard porn videos.

4.6. The Panel was not able to interview [REDACTED] although he was invited to be interviewed. The Panel was informed that he kept pornographic materials on the premises and that he distributed these to other officers including [REDACTED]. He talked to employees about the content of videos he watched. These included sadistic, bestial and paedophile themes. The Panel received information from witnesses that there was an exchange of pornographic videos between [REDACTED] and the suspended employees. [REDACTED] is currently appealing against his dismissal. If he were to be reinstated by an appeal panel, this Panel recommends that further disciplinary charges be brought against him in respect of the above.

4.7. There is specific evidence to link [redacted] and [redacted] with the exchange of pornographic videos. The Panel recommends that charges be brought against these two officers in relation to this. Similar charges should also be brought against [redacted] for this.

4.8. The Panel also recommends that charges of gross misconduct in relation to the supply and exchange of pornographic video material be brought against [redacted].

4.9. The Panel is of the view that a network of exchange of pornographic videos does or did exist and that there is wider knowledge of this within Housing than the Panel was able to obtain from witnesses. There is also evidence that pornographic videos were exchanged amongst the porters and watched in Hambrook House on a video that was situated in the porters lodge. This was removed in 1986 or 1987. The Panel were informed that during this period, [redacted], [redacted] and [redacted] were involved in the exchange and use of pornographic materials in the Council premises. The Panel recommends that appropriate managerial action be taken in respect of these employees. [redacted] is currently suspended and this is described in detail elsewhere in the report.

4.10. It should be borne in mind when assessing this and considering the managerial action that may be taken that such a network must operate with some degree of secrecy and that only those who take part in the exchange or are complicit in such exchanges are likely to be knowledgeable about it. Such individuals will clearly incriminate themselves if they provide information about it.

4.11. This is all the more true, if, as has been alleged, these films may have been 'home-produced' by staff or people with whom they associated and if they included 'hard-core' or paedophile content as has been alleged.

4.12. The Panel therefore considers that this issue may, additionally merit police investigation and that this should be done in tandem with any management action taken by the Council.

5. Computer Pornography

5.1. The Panel received evidence that [redacted] who worked in the Direct Services Organisation Cleaning Services had held and loaned computer-generated pornographic material on Council premises.

5.2. A witness described how after having left the Council's employment he had rung [redacted] seeking information on the Computer Program EXCEL. [redacted] had referred him to [redacted] for further information and [redacted] had arranged to meet him in his office. This meeting took place in March/April 1992. At some point in the meeting, [redacted] told him to "have a look at this" and showed him a disk. This included both fixed pornographic images and moving images of a woman performing oral sex on two men. These disks were described as being 'hard core pornography.' The witness was offered the disk

and took it away. He returned it the next time he saw [REDACTED]. He did not copy the disk.

5.3. The Panel recommended to the Director of Housing Services that [REDACTED] be suspended and this subsequently occurred.

5.4. The Panel interviewed [REDACTED] on 11 November 1993. He confirmed that he did, at one stage, have computer pornography in his possession at work. This disk had allegedly been sent to him through the internal post with a handwritten message which read "[REDACTED], this is something you might want to see." He claimed not to have known who sent it or to have retained the envelope it came in. He put the disk in the computer and saw that it was pornographic. [REDACTED] also stated that his line manager [REDACTED] had also seen the disk and had told him to get rid of it. [REDACTED] put it in a cupboard and left it there. He stated that he was fully aware that it was against the Council's policy on Equal Opportunities.

5.5. He also stated that his colleagues, [REDACTED], [REDACTED] and [REDACTED] (now left) had also seen the disk. He stated that [REDACTED] laughed when he saw the disk. [REDACTED] also claimed that someone else had seen a similar disk. At first he said the name [REDACTED] but then changed this to [REDACTED] who he alleged had also received similar disks in the post. It is the Panel's view that the [REDACTED] mentioned may have been [REDACTED] who is thought to have links with some of the suspended people.

5.6. The Panel also received information related to a former Housing employee [REDACTED] having been involved with computer pornography. Interestingly, this officer had been active in "sabotaging" a complaint of sexual harassment received from women employees at Roupell Neighbourhood Office when he was employed in the Equalities Unit. His actions are detailed in the sexual harassment section.

5.7. The Panel interviewed [REDACTED]'s line manager [REDACTED] in the Development Section where he had worked prior to working in the Equalities Unit. He described difficulties he had experienced with [REDACTED]'s work which resulted in a disciplinary. The charges were centred around performance issues. [REDACTED] was later redeployed from the Section following this disciplinary (in which the manager was advised by Personnel to bring more than one hundred charges against [REDACTED]). This is covered in detail elsewhere. Earlier this year, long after [REDACTED] was redeployed into the Equalities Unit [REDACTED] received information from one of his staff outside of work that on a previous occasion they and another member of the Section [REDACTED] had seen [REDACTED] watching computer pornography in the office. [REDACTED] did not act on this information.

5.8. The Panel interviewed the female employee who had given [REDACTED] this information. She and her colleague had come back from lunch one day and went into the computer room to eat their lunch. They discovered [REDACTED] and a black woman who was not identified sitting at the computer laughing. When the witness went to see what they were laughing at she saw that there were

images of a man and a woman having sex. She told [redacted] to take it off the computer, that it was not Council Policy to have that material and that he could be sacked. He complied and took the picture off. When asked why she had not reported the incident earlier she replied that if she had she considered that nothing would be done and that sexual harassment issues were not taken seriously. This view was also expressed by many others interviewed by the Panel in respect of a range of EOP issues. She had a very clear idea about what constituted sexual harassment but, like most of the staff interviewed, was not aware that the Council had specific policies and procedures around this issue.

5.9. [redacted] has been dismissed on charges relating to his activities in the Equalities Unit and is currently appealing this dismissal. The Panel recommends that if he should be reinstated that disciplinary charges should be brought in relation to the above serious breaches of the Council's Equal Opportunities Policy.

5.10. It is the Panel's view that the possession and use of computer pornography may well be more widespread in Housing and that the possession, exchange or viewing of this pornography is a serious breach of the Council's Equal Opportunities Policy and must be treated as a disciplinary matter. It is recommended that DHS should further investigate the existence of computer pornography across the directorate. Controls should be introduced to ensure that no unauthorised software packages are used and that no other pornography is in existence, particularly in computers in the areas mentioned: Client Monitoring Unit, Development Section, Computer Services Section.

5.11. The Panel recommends that charges of Gross Misconduct be brought against [redacted] in relation to breaches of the Council's Equal Opportunities policy. Other witnesses were specifically identified and these should be interviewed in relation to this matter and recommend, where necessary, further relevant disciplinary action. These are [redacted], [redacted], [redacted] and [redacted].

6. [redacted]'s Attempt to Subvert the Formal Process
Into the Allegations Surrounding [redacted]

6.1. A number of witnesses gave evidence with regard to [redacted]'s interference in the investigation of the initial complaint of sexual harassment and assault by [redacted]. These witnesses include [redacted], [redacted], [redacted], [redacted] and [redacted].

6.2. They all corroborated incidents which involved [redacted] at the time of the investigation. Their evidence was generally consistent and most expressed deep concern at the apparent "cover up" and "interference" attempted by [redacted]. His behaviour caused distress and anxiety on the part of the people involved in the investigation. He also used improper procedures and dubious methods to gain access to information and to key witnesses including the improper use of the Internal Control Section. His initial inaction and apparent reluctance to pursue these

complaints properly created the circumstances whereby vital evidence could be interfered with or removed as well as causing confusion and unnecessary delay. His attitude was interpreted by witnesses as protecting [redacted] and safeguarding his own position in respect of allegations that he himself was involved in the exchange of pornographic videos. [redacted]

6.3. The matter was initially raised when [redacted] came to see [redacted] on a confidential matter concerning [redacted]. She explained that [redacted] was stopping [redacted] going home early. [redacted] had requested flexible hours in order to look after a dependent relative. This was considered to be acceptable to the organisation and had been agreed by Personnel. [redacted] expressed surprise that [redacted] had "broken ranks" to make this complaint about [redacted] as he apparently believed she was part of a social clique which included [redacted], [redacted], and [redacted]. He remembered being very angry at [redacted]'s action and, "unusually" for him, approached [redacted] directly on [redacted]'s behalf. [redacted] agreed readily to [redacted]'s hours as long as a query he raised about the insurance was sorted out. [redacted] was surprised at his ready acquiescence but thought this was the end of the matter. A further complaint was received, however, from [redacted] a few weeks later that this harassment was continuing. These events took place in late July/early August 1993. [redacted] then went on three weeks leave.

6.4. [redacted] then 'phoned [redacted] at home after being told by [redacted] that she needed to talk to him. [redacted] was very distressed. She said "bastard, he's been assaulting her", referring to [redacted]. [redacted] reported this to [redacted] and arranged to see [redacted] and [redacted] immediately.

6.5. There followed 8-10 days when [redacted] saw both of them every day. He brought in [redacted] the Women's Advisor from the Equalities Unit into the second or third meeting. [redacted] eventually told them what had happened to her with [redacted] and she gave a formal statement. [redacted] was aware of these events. The Director was informed and apparently advised that this was a police matter, that they should be informed and expressed concern about her protection. [redacted] arranged for [redacted] to go to the hospital as she was still suffering from injuries as a result of the rape. The rape had taken place on 13 July 1993 and it was by that time 10 August 1993. He arranged for her to go to King's College Hospital and to be accompanied by [redacted]. As [redacted] came forward with more details it took on more "horrendous proportions."

6.6. [redacted] in the meantime, was apparently showing a great deal of anxiety. He would not agree to suspend [redacted] immediately and wanted further investigations. He appeared very worried. [redacted] remembered distinctly a conversation which nearly ended up in an argument. [redacted] was present. [redacted] was very "wishy washy" and kept saying that [redacted] was making it up. His behaviour was claimed to be in marked contrast to other disciplinary type situations where for example he would say on an issue of housing benefit fraud "sack the bastard." [redacted] advised that there had been over sixty cases of disciplinary action in Housing at that time and [redacted] had never expressed such disbelief in allegations before. [redacted] felt he was finding ways to say it was all a fantasy on [redacted]'s part. Concerns

began to be expressed at this stage that [redacted] was "covering-up." There were made particularly by [redacted] and [redacted] of Unison.

6.7. Up to this point, the key people involved were [redacted], [redacted] and [redacted]. The latter went on annual leave for a couple of weeks. [redacted] said that [redacted] and [redacted]'s judgement may have become impaired and that they were "too involved" and he wanted [redacted] on the Panel instead as she had previous experience of counselling. [redacted] was to remain involved as the main "support" for [redacted]. [redacted] was on annual leave. [redacted] would be involved in the investigation. This was again unusual as he had allegedly never been directly involved in these investigations before. However, as he was [redacted]'s direct line manager, he could claim he had legitimate right to be on the investigation panel. [redacted] was very concerned and insisted that [redacted] remain on the Panel. [redacted] agreed to this. [redacted] said that [redacted] then "messed up the investigation."

6.8. [redacted] was then asked by [redacted] to come in early one morning to search [redacted]'s locker and desk. [redacted] was apparently convinced that there would be evidence remaining in there. When the two of them arrived, the locker and desk were locked and [redacted] did not then pursue the search. At a later stage, a further search was conducted by [redacted], [redacted] and [redacted] and nothing was found other than a number of unpaid invoices to [redacted] which were taken by [redacted]. Later [redacted] also decided to break into the locker. By this time, it is believed that [redacted] had entered the premises on a Saturday and may well have removed any evidence. [redacted] also came in on a Saturday prior to this. The evidence that was found was stored in [redacted]'s room in a rolling locker. [redacted] was aware at this point that there were allegations that [redacted] kept and had exchanged pornographic videos. The next morning [redacted] found [redacted] in [redacted]'s office fitting shelves in the locker. She decided to carry the evidence with her at this point.

6.9. [redacted], before he had left to go on annual leave, had made arrangements through [redacted] to remove his name for emergency call out purposes while he was on leave. Despite these arrangements, [redacted] came to Hambrook House early on a Saturday morning apparently to deal with a call-out situation. This incident coincided with the decision to have further searches in the basement of Hambrook House and 2-7 Town Hall Parade. Subsequent searches by Housing Management which took place in these areas provided no evidence. When these areas were visited at a later stage, one room had been cleared up and a cabinet moved over a stain. A large number of items of evidence allegedly stored by him on the premises were never recovered. It has yet to be established why and under whose instruction this work was carried out.

6.10. When [redacted] returned from annual leave, a formal meeting was arranged by [redacted], which included [redacted], [redacted] and [redacted]. He denied all allegations at the formal meeting, represented by [redacted]. He was suspended by [redacted] and a further date arranged to question him. It was at this meeting [redacted] and [redacted] told [redacted] that there were concerns over porno videos that had used to ask [redacted] home to view. He would talk about wanting to act out things he had seen on the video on

At this meeting [redacted] told [redacted] she was going to ask about the videos. [redacted] is alleged to have replied "I don't think that's relevant, no." [redacted] and [redacted] claim they decided to question [redacted] about the videos at the next meeting.

6.11. At the second meeting they arranged for a pre-meeting at 1.30 pm for the formal meeting at 2.00 pm. [redacted] 'phoned at 1.30 pm and said he was delayed. [redacted] recognised what he described as pub noises in the background. When [redacted] finally arrived, he had not prepared for the meeting and was then called out, allegedly to see the Chief Executive at 2.15 pm. [redacted] later allegedly told [redacted] that this meeting was a fabrication.

6.12. A third meeting was arranged. By this time [redacted] had returned from leave but [redacted] had apparently decided she should not be present as part of the Panel. This meeting included [redacted], [redacted], [redacted] who took the minutes, [redacted] who was there to discuss concerns over the invoices for work given to [redacted], [redacted] and [redacted]. The meeting never took place for the following reasons. [redacted] asked to see [redacted] and [redacted] "off the record." He told them that [redacted] claimed to have admitted everything but alleged that it was with [redacted]'s consent. He claimed that [redacted] wished to "do a deal." He wished to resign but was worried about the reference. The meeting was adjourned and [redacted] consulted with CPD. There was no deal as the CE eventually became involved and it was decided that [redacted] was to be disciplined in the period of notice. It is alleged that [redacted] had actually typed the letter of resignation for [redacted] and had personally taken it to Hetherington Road where [redacted] was situated. [redacted] had implied to [redacted] if [redacted] resigned [redacted] would be less likely to go to the police. [redacted] considered that he should not have said this.

6.13. [redacted] wanted [redacted] to go to the police and it appeared to [redacted] and those supporting her that she was put under a great deal of pressure from [redacted] to go to the police. She arranged to go with her sister, who due to a prior arrangement, was unable to accompany her. [redacted] then went with [redacted] to register a complaint. [redacted] later returned to the police with a Unison representative to provide a statement.

6.14. [redacted] and [redacted] said that throughout the investigation that there were allegations about pornographic videos by [redacted] and [redacted]. These were made "informally." According to [redacted], [redacted] had been told by [redacted] on more than one occasion about the exchange of pornographic videos between [redacted], [redacted], [redacted] and [redacted]. [redacted] as a recipient was a consistent feature in the information given.

6.15. [redacted], [redacted] and [redacted] gave evidence about the inappropriate approaches to and harassment of [redacted] and [redacted] by [redacted] during the investigation. [redacted] was trying to see [redacted] every morning and was ringing [redacted] at home frequently. [redacted] had not given him her home phone number nor had been ever previously phoned at home. [redacted] was very distressed at this and complained to [redacted]. He kept asking her questions about the investigation and how [redacted] was. He persistently rang her in late August and early September. [redacted] had asked [redacted] what questions had been asked and whether [redacted] and [redacted] had asked about

videos. [] and [] were later advised by Unison that [] wished to make a statement about the videos. A meeting was arranged but she refused to give the names. [] had been invited to lunch by [] and [] earlier than day in the Trinity pub. [] had taken her aside and said that "all men watch videos", get a few beers and watch some porno." He asked [] what her interview had been like (she had met with [] and [] earlier that day). [] said that "I don't fucking believe this." He said "I can trust you, can't I ****." She was very upset at this and at the arranged meeting at 5.00 pm she refused to give the names. [] was very clear that [] had put pressure on her not to tell the names of those involved with pornographic videos. There were other incidents where [] had called [] and [] separately to his office. By this time [] and [] were very worried about this behaviour and had decided to talk to the Director about the allegations. Following the meeting with the Director on his return from annual leave they made a statement to him and recommended further investigation into these matters.

6.16. Both [] and [] were aware of []'s alleged involvement in the exchange of videos and they were worried about the consequences on their actions if they pursued these allegations.

6.17. The Panel recommends that [] be formally disciplined on charges of Gross Misconduct for attempting to knowingly subvert the formal investigation into []'s complaint against []. That in so doing he harassed the complainant and one of the key witnesses.

7. Assault on Housing Employee/Conduct of Investigation

7.1. Of the two women assaulted and harassed by [], one remained in the Council's employ. It is she who raised the original complaint against [] in mid August 1993.

7.2. The Panel was struck with the ineptitude, inertia and even, possibly, obstructive way in which subsequent action was taken by Personnel under the personal direction of [] until his suspension in respect of the investigation itself, the treatment of the victim and other related matters in respect of the effective handling of this complaint by Housing.

7.3. After reporting the assault to Personnel, the victim of this assault had to continue to working in the same office as her assailant for two further days before he went on leave. He was suspended some time later.

7.4. The Council's Assaults Procedure seems to have been completely ignored. Whilst a personnel officer under [], arranged for the victim to go to hospital, no formal record appears to have been made of this in the organisation including the required accident form. Considerable pressure was placed on the employee by personnel officers under the direction of [] to report her assault to the police. She eventually went to the police with [], a personnel officer, and was offered no legal support or assistance in so doing. Indeed, this does not even seem to have been considered by Housing Management. Nor, subsequently, was

legal assistance offered to her, despite requests from Unison on her behalf and from the Equalities Unit. It was only after intervention from the Panel itself to the Director that anything appeared to be set in motion and DLS agreed to pay an initial consultation with a lawyer.

7.5. As this report is being written in mid-December, the Director of Legal Service on behalf of the Council has now agreed to provide her with legal assistance. It appears that the CPS may now have decided not to pursue the case and that she will be forced to take out a private prosecution if she wishes to proceed. It is the Panel's view that her attempts to pursue a CPS case have been undermined by the Council's failure to provide her with even minimal legal support, and to have withheld or failed to supply the police with items or evidence which would have been relevant to her case.

7.6. All the action and inaction above in respect of this case is outside the Council's Assaults Procedure, it also has had the effect of undermining any action being taken against her assailant, and to increase her own isolation within the work environment.

7.7. When the Panel was established, it arranged to interview the woman and was advised in writing by the Director that she had apparently been threatened over the preceding weekend in connection with providing evidence to the Panel. Housing Management took no steps to ensure her safety or to report this to the police.

7.8. In the circumstances of such a traumatic occurrence, it is clear that the employee should and would need to be given very considerable support by the organisation. The support given to her seemed to consist of Personnel permitting her time away from her job for counselling arranged by the Trade Union and "informal" counselling and support via the Equalities Unit and a colleague in her work division. This support does not seem to have been focused or monitored by management in Housing in any way and no proper professional counselling appears to have been arranged for her. Because she was in an emotionally vulnerable state following the allegations, disciplinary and threats she had received she requested that she be allowed access to a separate small office that she might be able to use from time to time when she was upset.

7.9. This was arranged for her adjacent to the office in which she worked. During the course of the investigation, use of the office was taken back without any consultation with her or attempt to accommodate her requirements in any other way. She was informed by letter that this would occur.

7.10. Despite the attempt to maintain confidentiality in respect of the enquiry, it was clear that there was considerable speculation about it in Housing, fuelled by a number of "leaked" Press Reports in the South London Press and nationally.

7.11. This had the effect of increasing the pressures on this woman during her working hours. Surprisingly perhaps, in the circumstances, she had persisted in attending work throughout the period. She does not appear to have been offered special leave at any stage.

7.12. Nevertheless, it was clear to the Panel, who interviewed her on a number of occasions, that direct and indirect pressures in her work area were increasing and that she was finding these increasingly stressful. She was also upset and anxious that no clear response was forthcoming in respect of legal support for her by the Council, in spite of numerous direct requests and requests via the Equalities Unit.

7.13. On 26 October the Equalities Unit wrote to the Director requesting an urgent temporary transfer from Housing and this was subsequently verbally agreed by [REDACTED] who was then acting as head of the Division. Despite this, she continued having to work in the section until she went sick with stress in late November. In the interim, she and the Equalities Unit had written and verbally "chased" on a number of occasions, management's agreement to the move.

7.14. The Equalities Unit on 26 October 1993 raised a number of issues, including those cited above and issues to do with withdrawal of her honoraria, failure to reimburse her expenses etc. This memo does not appear to have had any reply or resolution from the Director or management at any other level.

7.15. Whilst the Panel would not disagree with the action taken by management in respect of withdrawing honoraria or any office reorganisation, it is astonishing, in these circumstances, that this action would have been initiated and proceeded without due consultation and in a way which would almost inevitably increase the individual's anxieties and create a sense that management was perhaps moving against her.

7.16. Whilst the Panel was finally informed by the Director on 3 December, that a specific temporary arrangement had been made for her to commence work in another directorate forthwith, she herself had not been informed of this by the date that the placement was due to take place although allegedly a letter had been sent to her the week earlier. It is considered significant that, at this stage a temporary replacement was already apparently employed and in situ to cover her duties.

7.17. The Panel considers that all the above should be viewed in the context of the fact that the most serious and unacceptable sexual assaults had been carried out by a Council employee, in Council premises, in work time, against two employees.

7.18. Housing management's handling of subsequent matters, including disciplinary and victim support and management action, needed to dissociate itself from the incidents, and be seen to

make clear its disapproval of what took place. This did not occur.

7.19. The totality of the above, apart from being outside Council procedures and good employment practice, will actually have had a further effect of undermining staff confidence. The confidence of Housing employees, especially women, in how they would be treated in similar circumstances, is likely to be shaken and management's actions would convey very negative messages as to whether these were seen as serious matters or worthy of serious management disapproval.

7.20. This unfortunately, feeds both the perception that sexual harassment is not taken seriously and that sexism is a norm for the way employees and their complaints may be dealt with.

7.21. Throughout the period in question there has been a maximum ambiguity about who was managerially responsible for taking action. What is clear is that from the point of the complaint being made until his suspension, [REDACTED] was responsible for and directly involved in, the investigation and its subsequent handling.

7.22. The Panel considers that for a manager at the level of Senior Assistant Director to have failed to ensure that any aspect of the Council's Assaults Procedure be properly carried out in such a serious case would call into doubt their competence and potentially bring the Council into disrepute. If these actions were, in fact, motivated by a desire to thwart proper action being taken because of his own personal involvement in related allegations, then this would be a far more serious matter and an abuse of his position and authority that would constitute gross misconduct.

7.23. In light of other evidence relating to his interference in the investigation processes and in view of further recommendations made by the Panel in respect of this and the exchange of pornographic video material, the Panel considers that the latter view must be taken and recommends that charges be brought accordingly.

7.24. The Panel expresses its concern at the general inertia and failure of senior management to respond to formal communications in such matters. In particular, neither [REDACTED] nor the Director appears to have responded to a very large number of written communications on the above. It must be held to be a minimum good practice that such memoranda and requests are, at the least, acknowledged and clear advice given as to who will be dealing with the matter if the recipient has chosen to delegate to another officer. Senior management's responses and general practice in this regard should be reviewed.

7.25. There are further, somewhat more sinister, aspects to the inept and incompetent way that these issues appear to have been investigated.

7.26. A number of specific items of evidence in relation to [redacted]'s assaults were taken by [redacted] and [redacted] in Personnel with the intention that these should be apparently given to the police. These included a semen-stained blanket, soiled tissues, an analone cassette and a dictaphone cassette and a penknife.

7.27. Some of these items were then placed for safekeeping in [redacted]'s office in a locked cabinet where it was believed that only one key existed. A senior personnel officer then discovered [redacted]; a removals contractor closely linked to [redacted] in that cupboard fitting shelves. He apparently had access to all lockers and cupboards in the building. The officer then took to carrying these items around with her until they were eventually given to the police.

7.28. The victim of the assault was never clear where these items were or when or whether they had been given to the police.

7.29. Over the weeks, this woman was contacted on several occasions by the police who advised her that she did not, apparently, have a very strong case. Again, the employee was dealing direct with the police without legal representation or other support from Housing management.

7.30. On 22 October, the Panel wrote to the DHS requesting confirmation of where these items were. His reply attached (Appendix B) confirms that items were passed to the police on 26 August, 21 and on 22 September, or were in unknown locations. It is clear that there was no coordination on these matters and no one person was responsible for ensuring that these items were safely maintained or delivered to the police.

Section III: Equality Issues

8. Race and Women's Equality

8.1. Many witnesses, both black and white, to the substantive allegation came forward with allegations of racism and associated bad practices of differential treatment on the grounds of race. There were allegations of misuse and abuse of line management authority and power in relation to race and gender issues. There were also allegations that Housing Management acted in contravention of the Council's EOP and EOP related procedure.

8.2. The Panel felt it was necessary to assess these in order to ascertain whether or not the gender related nature of the substantive allegation was also part of a wider failing in the development and implementation of the Council's Equal Opportunities Policy.

8.3. Of the witnesses interviewed twenty-six were women, twenty-nine were men of which nine were black men and eight black women (nb the term black is used in line with Council policy.)

9. Racism

9.1. There were consistent allegations centring around the abuse of power and authority by management, and in particular senior management, with regard to black employees. The majority of black witnesses and white witnesses to this confirmed that, in their opinion, it was ■ who was at the source of the misuse of the power.

9.2. The Panel have established from the evidence given by the majority of witnesses (which includes existing and former employees) that there was an informal network of mainly white employees, including ■, which had operated for some time. The majority of them had been employed by Lambeth for many years. This included members of senior management and a range of other staff throughout Housing and to a lesser extent, other Directorates. This institutionalised informal network operated through social, as well as working, relationships and was linked to a system of patronage and favours, the source of which appeared to lead back to ■. This network was mainly white and male, although there were allegations too, and some women, most of whom were on lower grades, benefited. All enquiries about the centre of this network appear to lead to ■. There was evidence that the people who were part of this network benefited disproportionately through such employment-related procedures such as honoraria/acting-up/slotting-in/job evaluation, etc. This is also dealt with elsewhere in the report.

9.3. This was a situation where structurally and organisationally, these practices contributed to a widespread perception that this was a further "empowering" of white senior management against the Equal Opportunities Policy.

9.4. A number of mechanisms were cited as being used by Housing Management and ■ in particular to undermine and victimise black employees. Evidence was also given of ■ having provided a verbal reference, outside of the Council's procedures, which appeared to have had the effect of losing a black employee a job that had already been offered. A number of black witnesses, both current and former employees, described themselves as having been marginalised, side-lined 'chased out' or forced to leave Housing. Again, this was largely attributed to ■. Some black employees who remain described themselves as having been "de-skilled" or "destroyed." Black employees who were in Personnel experienced undermining and differential treatment at the hands of ■. Many black employees in Personnel have been forced to leave.

9.5. Another consistent factor was one of fear amongst black witnesses regarding ■. Many expressed very strong emotion regarding the differential treatment and victimisation they considered they had received. Fears were expressed about whether it was 'safe' to speak openly or give information to the investigation. The theme of fear is revisited elsewhere in the report.

9.6. Allegations were made that black employees were subject to investigatory or disciplinary procedures and were treated far more harshly and with more excessive scrutiny particularly in regard to the monitoring of their work compared with white employees in similar circumstances. For example, some black employees were subjected to a barrage of complaints from [REDACTED] in the form of memoranda and other senior managers were encouraged to actively find fault with their work. Other sections in the Council were also used to assist in these kinds of processes, for example Internal Audit. This area of concern is addressed elsewhere in this report.

9.7. The Director of Housing Services, has advised the Panel that there have been numerous allegations of racism against him and his senior management, over the years, and that none has been substantiated. It was suggested that these allegations stemmed from the disparities between a largely white senior management and the larger representation of black employees at lower levels.

9.8. The Panel consider that these previous investigations may not have been conducted in an impartial manner. The earliest of these complaints dates back to 1980 and there has been a number since. The consistent claim of racism within the Housing Directorate over a period of time must be a concern for the Council. The fact these views were confirmed by the great majority of black witnesses seen by the Panel is also of concern. No complaints of racism have ever been formalised against [REDACTED] despite the depth of concern expressed by witnesses to the Panel that he was responsible for many of the incidents which were considered to have had worst consequences for black staff. This may be significant in the context of separately identified concerns of fear, and victimisation.

9.9. A former Head of Personnel had raised issues with, amongst others, the Director of Housing and the previous Chief Executive, of differential practices on the grounds of race, bad management, and lack of response to complaints of racism by senior management in 1990. There is no evidence that any positive action was ever taken to address these. Evidence was presented to the Panel that another Senior Personnel Officer, tried to raise concerns over a breach of the Recruitment and Selection procedure, and had been told by [REDACTED] not to "upset his managers." Pressured had subsequently been applied to her manager by [REDACTED] to remove this officer from the Council. He had also been encouraged by [REDACTED] to discipline this officer on what he considered to be petty issues. These actions were all alleged to have been part of an orchestrated victimisation of this officer.

9.10. There was also evidence of a starving of resources including staff and office equipment to Personnel, when this same black manager was in charge, which he considered a deliberate attempt to impede the department's work and discredit him. For example, a photocopier was provided to [REDACTED]'s secretary when there

was a greater need in the Personnel Section. Secretariat Support was then taken away from him by [REDACTED].

9.11. There were allegations that unauthorised and inadequately justified honoraria payments were made to officers and this is detailed elsewhere. On many occasions Personnel staff were asked to authorise payments which they considered to be outside the procedures. In one example, [REDACTED] insisted that an officer be given an upgrading to a job which should have been generic in the Personnel Section. The Panel's examination of staff files confirms this. These abuses appeared to be almost entirely to the benefit of white staff.

9.12. There were also complaints of racist treatment of staff in the Computer Services Implementation Team (CSIT), another 'Special Project', which were not dealt with by senior management. Decisions were taken by the managers of this project in consultation with white managers and consistently excluding the one black manager. It was alleged that the black employees in CSIT did not receive equal treatment in respect of training, overtime or being given work that would develop them. This complaint was made direct to Director by two different officers on the team. These the issues of racism did not appear to have been adequately addressed. It was considered by one witness that any investigation would have highlighted serious faults within the management of the team which in turn would have discredited this high profile project and that this may have been the reason.

9.13. After the deletion the post of Head of Personnel and the redundancy of the black postholder, the post of Head of Human Resources was established almost exactly six months later at the same grade, with very similar responsibilities.

9.14. The Panel heard evidence that the Sickness Project (and, indeed, other special projects, as indicated elsewhere) had been set up for the benefit of white employees, mainly men and people who were close to [REDACTED]. Indeed, this project's staffing was entirely white at the outset. Several personnel witnesses considered that the separation of Personnel functions in this way had de-skilled and demoralised the remaining personnel staff, nearly all of whom were black.

9.15. The Panel considers that the separation of Personnel functions in this way does not appear to be a sound longer-term structure and that no black employees have benefited from it. Indeed, most black personnel staff would appear to have disbenefited.

9.16. The Panel heard evidence that when three posts of divisional personnel officer were deleted and two new posts created, a ring fence interview was agreed amongst these three black employees. However, [REDACTED], a white Training employee, whose part-time post was not deleted was (manipulated) to be included in the ring fence. It was the view of witnesses that the whole process was set up to ensure that this employee was given the job.

No person specification appears to have been produced for the post. The job description, and the interview centred around the issue of customer care, a process which was perceived to particularly assist this officer, given his previous experience. Having seen the memoranda around this issue from the DHS to the then-CE, the Panel is of the view that this inclusion was at best questionable, and despite having sought and received support from [REDACTED] for his inclusion, this seems unjustified and outside the Council's Procedures. It specifically resulted in a black full time employee being made redundant and a white, part time employee being slotted into a full-time post on full-time hours.

9.17. It was alleged that when [REDACTED] wanted to do something outside of procedure he would always approach [REDACTED] and would often get the result that was wanted. This related to issues around [REDACTED]'s, honoraria, and, in this case, the application of the workforce Reductions procedure.

9.18. There had been a number of major complaints of racism in the Directorate which had been investigated and the Director cited a number of initiatives and training that had been undertaken at the most senior levels in Housing on EOP matters over the year.

9.19. There was a considerable level of concern about the creation of special Project Teams. It was perceived that these were mechanisms for favoured staff to be allowed to act in a temporary post and then be groomed for the post when it became permanent. These were almost always white staff.

9.20. Witnesses alleged that a "smattering" of black people were allowed to get on as long as they would be "quiet" and "didn't rock the boat. Other black staff described themselves as 'token' appointments whose position was always precarious and depended on their not "making waves."

9.21. It was alleged that restructurings and regradings resulted in black people being absorbed downwards and the white employees being absorbed upwards. The Panel considered that there was evidence to support these concerns.

9.22. Office Management and the post of Office Manager were perceived to be an area in which [REDACTED] took considerable interest and involvement. Over the years, there were two office managers who were black. Both were allegedly given a very hard time by [REDACTED] and in the case of [REDACTED], were forced to leave. Both were almost universally praised as effective and conscientious OM's. [REDACTED] by contrast, was almost universally seen to be lazy and ineffective, in addition to the issues he was dismissed for, yet he was perceived to be in favour with [REDACTED]. [REDACTED] was white.

9.23. In the case of [REDACTED], when he applied for the post of Office Manager there was no job description and he had to go back to get the application form in person. After his interview he was told he was appointable, however, the other candidate, [REDACTED] was

appointed to the post but would become the Health and Safety Officer for the Directorate. In the meantime [] would be offered the post of the now temporary officer manager. His perception was that [] was a friend of [] and was protected by []. He was told that the application form was only to be given out on []'s instruction.

9.24. The Panel also heard evidence concerning a black porter who it appeared made complaints about the terms of his transfer to the directorate without the guarantee of contractual overtime. There was evidence that the case could have been resolved quite easily some time ago but management had taken a particularly hard line with the employee.

9.25. It was the employee's view that [] did not like him because he asked too many questions. He had pursued his complaint through all avenues. He was dismissed for not signing his current job description. He is currently pursuing an appeal. He stated that [] had told him that [] hated him. He knew that [] as one of []'s friends. The Panel considered that the issues around his grievance were not effectively dealt with by management and that the issue he was dismissed for need not have proceeded to such a level.

9.26. The Panel consider that the Council's procedures on honoraria, assimilation, acting up, slotting-in were abused by [] and this abuse specifically resulted in black employees being discriminated against. This issue is discussed in more detail further on this report. The Panel consider that some employees, mainly white, did benefit through []'s patronage and that black employees generally subjected to differential treatment and victimisation. It is also the Panel's view that the Director's dismissive view of the existence of serious issues of racism in the Directorate, especially within the context of Lambeth's own practice of ensuring that senior management's open commitment to race equality is the one of the basic guarantors of achieving that, may have contributed significantly to the state of affairs.

9.27. The Panel is concerned about the lack of clarity about the role and lack of meaningful management support to the Equalities Unit in Housing. It is clear that there is a need for a high quality and high level equality input into the deliberations and decision making of the Directorate. Consideration must be given to assessing how best that level of race equality advice can be given and how to ensure that equalities issues are acted on by all levels of managements.

10. Women's Equalities

10.1. The Panel has elsewhere described an atmosphere of overwhelming fear in the Directorate of Housing which facilitated racist and sexist practices both institutional and overt. There was unchallenged behaviour that would have been generally unacceptable particularly in other Directorates in the Council. Taken together these contributed significantly to the overt sexual

harassment and the eventual sexual assault which took place. The Panel heard evidence of a number of instances of sexual harassment cases in the Directorate which management had failed to deal with appropriately. The view that complaints of sexual harassment were not dealt with or ignored was one expressed by many women to the Panel.

10.2. Many witnesses, (black and white, male and female) to the substantive allegations, came forward with allegations of sexism and sexual harassment. Perceptions around these issues and the nature of the issues themselves varies within the directorate.

10.3. A number of women in ■■■'s division were considered part of the informal institutionalised network of favoured employees. This network is referred to in greater detail elsewhere in the report. These women were, in the main, white, long serving, and had remained in the same post or area of work for many years. They were generally in lower graded posts and positions which would probably not be considered a "threat" organisationally. These women were also perceived to enjoy throughout their employment with the Directorate, protection, in some form or another, from ■■■.

10.4. These women included ■■■, ■■■, ■■■. They all shared similar characteristic of being long serving staff in administrative and secretarial posts in ■■■'s division.

10.5. Women in this circle had worked closely with ■■■ for years and described him as "friendly" and "jokey." They agreed that he often made "blue" and "rude" comments and jokes. Few considered his comments and jokes objectionable although they considered that 'some women might.' These women said that they could "handle" ■■■ and would be or were able to tackle him if he "went too far." They claimed they had never felt offended by his banter or approaches.

10.6. None of these women appeared to have any awareness of the Council's policy on sexual harassment, although they could describe what sexual harassment was in general terms. If they had been offended they said they would go to someone who would give them advice but were not clear who this would be. They did not think that clear standards of behaviour were defined.

10.7. These women generally expressed surprise at the allegations of distribution and exchange of pornographic videos and claimed not to have any information at all about these allegations.

10.8. They were very much part of the social gatherings - pubs/Derby day/Goodwood/barbecues at ■■■'s house etc. The Panel was informed that some of these women cooked for ■■■ and bought his lunches and collected his dry cleaning regularly. ■■■ in particular appeared to have personal authority beyond her position in that she controlled keys to locked rooms in the basement which

held ex-employees files. Personnel had to go to [redacted] for access to these. She also had detailed knowledge of the contents of [redacted]'s cabinets and, indeed, the Panel was only able to gain access to [redacted]'s personal file, which was in his own office via [redacted]. This position of power and control had, apparently, been given to her by [redacted].

10.9. Whilst these women generally expressed surprise at the allegations related to [redacted] one of the women said after she thought about it, that [redacted] had approached her and asked her to go downstairs to the basement. He had said "I'd like to give you one." She told him to "Fuck off." She felt she could handle him and would give him a "jokey mouthy response." She claimed that he had approached other women who had given him a similar response. Other women had come forward after the incident with similar complaints such as being afraid of going into the lift with him. The Panel had also heard that [redacted] had inappropriately touched another woman who was now retired.

10.10. On balance, within [redacted]'s division, amongst those women who formed his and [redacted]'s social circle, there was a limited and inadequate awareness of the Council's policies in respect of sexual harassment to the extent that some of these women ended by colluding in that behaviour. Some of them perceived that this was so after the allegations surfaced.

10.11. It is also the case that their own perceptions of their role and appropriate relationships would have been affected by the close social networks that had developed between them and [redacted] and [redacted], the semi-domestic support roles some of them had acquired and the perceived, 'rewards', such as overtime, honoraria, upgradings and authority, that their support of [redacted] and the status quo gave them.

10.12. There were, however, a number of issues of sexism and harassment that other women witnesses reported to the Panel involving complaints of sexism and sexual harassment against managers where management, particularly senior management, had not acted on them. When there were investigations into these complaints, no serious or effective action was taken.

10.13. The Equalities Unit's role had itself become compromised in one case by being actively undermined by one of the Unit's support for a manager alleged by five women staff to have harassed them.

10.14. This complaint brought to the attention of management was submitted by five black women working at Roupell Neighbourhood against the Neighbourhood Housing Manager [redacted]. All the women involved claimed that they had been subjected to sexual discrimination and/or harassment by the Manager.

10.15. One witness had had her personal circumstances as a tenant abused to further the harassment. She had been housed by Lambeth and had requested a transfer to Croydon. This had been

stopped by [redacted] in his capacity of Housing Manager. This same witness had been followed home by the said manager who then on another occasion, when she was not at home, used the information to visit and wait for her at home. Her sister had testified to this incident. [redacted] had also borrowed money from a white woman employee, who in turn received more favourable treatment from him. Other complaints centred around specific allegations of sexual harassment and differential treatment. The other allegations were centred around his management.

10.16. . The complaint was brought to the attention of the Equalities Unit who later raised the matter with the Assistant Director, [redacted]. [redacted] was not suspended and proceeded to liaise with the Development Officer in the Equalities Unit, [redacted] (This officer is alleged, separately in this report to have had pornographic materials on his computer) to severely undermine the confidentiality of the investigation and the Equalities Unit itself. This officer went as far as writing a memorandum in [redacted]'s name to complain about the Equalities Unit. [redacted] was also alleged to have searched colleagues' desks to gain information and had intimidated and harassed the Women's Equality Advisor. [redacted] was disciplined and dismissed and is currently pursuing an appeal.

10.17. The Investigation Panel established by senior management found the allegations of sexual harassment unfounded but that [redacted]'s conduct in respect of taking a loan from his subordinates was unacceptable. They recommended transfer of the manager. However, this was never implemented.

10.18. All the women involved in bringing about the complaint have now moved from the Roupell Neighbourhood Office, bar one. This employee has recently allegedly complained that she is again being harassed for sexual favours in return for a transfer as she is experiencing domestic violence. This woman is apparently very fearful of pursuing a formal complaint and wants to transfer only on the grounds that she is a victim of violence at home. The Panel recommends that the previous issues and this complaint be urgently investigated and that, in view of the AD's involvement in the investigation of the previous allegations that the Panel report to the Director himself.

10.19. Another witness, a black woman, gave evidence on the lack of support she received as an Assistant Manager of a large hostel for four hundred single men. She recounted how she had been transferred without consultation when the home had been shut. She had also been temporarily appointed as Co-ordinator of a Black Women's Conference in Housing which appeared to have very little managerial input or monitoring and was despite more than a year's full-time secondment, was an event where little was implemented.

10.20. More importantly, the Panel was exceedingly concerned that a [redacted] Centre itself seemed to have been dramatically ill-managed across a variety of parameters was also the venue for sexual assaults. The specific issues relating to sexual equalities include a [redacted] gross sexual assault on a female member of staff in [redacted]

which several male staff took part or colluded. The woman was assaulted, reported this to her manager and was then assaulted by him.

10.21. Whilst some disciplinary action was taken, the Panel's view is that charges were selectively brought and did not include all those involved; no management action appears to have been taken to address what could clearly be perceived from the incident itself to be a managerially uncontrolled situation in which this event was unlikely to be an isolated one. It is worth adding that a number of the women staff employed in the Centre were people with learning difficulties who were likely to be 'vulnerable' in badly managed situation.

10.22. The Panel's judgement in the disciplinary also seemed flawed and inadequate given the circumstances.

10.23. There are also allegations that female assistant manager was on one occasion threatened with assault and verbally abused, as a woman and a black person, by another member of staff. No action appears to have been taken on this.

10.24. There were allegations that the manager of the Centre, [redacted] showed pornographic videos to the men in the hostel.

10.25. Most seriously, on one occasion, a letter to one of the staff was intercepted by two more senior staff. The letter offered further pornographic video material to the employee and referred to providing children. No management action was taken on the letter which was returned by the more senior manager.

10.26. In the Panel's view, there was an almost complete disregard for the most minimal standard of EOP management in this Centre and that significant abuses occurred without appropriate management action to oppose, control or prevent them.

10.27. The Head of Training and Development, [redacted] was clear that very little EOP training on sexual harassment was given to the Directorate. She herself claimed not to be aware of the Council's procedures and policies on sexual harassment.

10.28. Other evidence of sexual harassment was presented by women against senior white males in the Client Monitoring Unit. The Panel heard that women had complained of a senior manager, [redacted] fondling their breasts and saying that his wife did not understand him. Women interviewed complained about his sexually suggestive remarks and jokes, eg he often suggested to two women in particular in open office, that they go to bed with him. Similar complaints, ie suggestive remarks and jokes, were also made about all the other three white male managers in the CMU. Over-familiar behaviour eg uninvited arms around the shoulders, appears to be common amongst many of the male staff there.

10.29. However, a distinguishing aspect of the managers' behaviour was that black women interviewed also complained of

periencing racist attitudes from them. Women had complained that they had been lewdly touched with a feather duster by one of the managers whilst the section was in DOS. Sexual jokes and sexist behaviour were common place. When these complaints had been raised with the Equalities Unit these women were allegedly fearful of taking the matter up formally, they just wished to be transferred.

10.30. The Panel was struck with the extent of sexual harassment and racial discrimination in the Unit. It is revealing that the black female Senior Admin Officer manages a black, predominantly female unit of lower graded staff in what is otherwise a predominantly white-male work area.

10.31. The Panel recommends that this issue be further investigated formally by a Panel outside [redacted]'s division and that, [redacted] be suspended pending this outcome of this. Management's action on the outcome of this investigation will determine the context in which employees may feel confidence in Housing management's commitment to the Council's Equal Opportunity Policy. Members of the Unit have remarked that the number of sexual harassment complaints has dropped significantly as a result, in their view, of the lack of confidence by women employees that action will be taken on these issues.

10.32. It is clear that Housing management has failed to deal adequately and effectively with sexism and sexual harassment. The apparently overwhelming odds against women who raise these matters appear to have silenced many women. It is the Panel's view that many women would come forward if they considered that their complaint would be treated properly and in line with Council policy. The whole issue of anti-sexist practice must be a priority for the Directorate with senior management at the forefront of any action identified to tackle this serious problem. It is the Panel's unanimous and firm view that this failure to act and demonstrate a commitment to the Council's EOP has significantly contributed to the prolonged sexual harassment, sexual assault of one woman, and eventual rape of another and that many women employed in Housing have suffered harassment in the course of their work.

10.33. The overall effective impact of the Unit appears to have been minimal.

10.34. It is clear that from the outset the proposal to form the unit in the way that it has been structured was ill-thought out and that the complex roles and responsibilities within these functions were never adequately defined or resourced by the DHS management structure.

10.35. A large part of the Unit's ineffectiveness is due also to what appears to be a deliberate ongoing attempt by senior managers to marginalise, undermine and destabilise the Unit. Not only has the Head of the Unit post never been properly filled.

There is a perception that the Acting Head has been suspended on what appear to be dubious grounds as a result of victimisation.

10.36. There is considerable evidence that staff in this recently formed unit have had inadequate guidance and training and induction in respect of Lambeth's policies and procedures on EOP and this, combined with their isolation and apparent marginalisation, has resulted in examples of unilateral changes in Council Equalities policies. This can be clearly exploited to pursue a 'divide and rule' strategy amongst black staff. Indeed, one black Afro Caribbean witness expressed the view that Housing had become "Asian" in the last year. There were similar issues raised over publicity for a Black Women's Conference.

10.37. The Unit's role in employment matters is another example where senior management has allowed the independence of the Unit to be largely eliminated through its change to a role particularly in employment matters, and in particular in respect of disciplinaries and consultation on policy matters and committee reports which does not appear to conform to Council policy.

10.38. The Unit should also review its counselling/"hand holding" role; there are intra and extra organisational resources better equipped to do that. To better address the specific issues of racism and sexism identified. This must include stronger and distinct race and women's equality emphasis and focus coupled with the development of fail-safe systems which can overcome institutional blockages to change.

10.39. The Panel were provided with details of the Directorate's Equality Action Plans. These documents are fine looking and well presented. There is however an absence of detail on how or whether implementation, organisational change, and evaluation will be carried out. The Panel considers that there is little evidence of these plans being regarded as anything other than paper exercises.

10.40. The Panel recommends that the structure, role and accountability levels of the Unit be rethought radically with the prime aim of increasing its ability, and therefore the Directorate's to spearhead and achieve critical change on equality issues.

Section IV: Other Issues

11. Effects of Restructurings

11.1. The panel was informed that Housing directorate had undergone a very considerable number of restructurings, both major and minor, some of which overlapped and took place alongside the establishment of various 'Special Projects'. Staff were doubtful about the need for and effectiveness of so many reorganisations some of which were undertaken at short notice and not always fully consulted on. Because of the number and frequency of

restructuring, it was demonstrated to the panel that the roles of individuals were not always clear and important areas e.g. Personnel/Human Resource functions because of the split of duties were often not effective for the purpose of providing a complete service to the Directorate.

11.2. The effects of restructuring Personnel into three separate entities was considered to have an adverse effect on co-ordinating and policing of employment policies, practices and procedures. This structure also affected Personnel and its responsibilities in relation to a range of procedures and policies, and, in particular the Equal Opportunities Policy. There would be no opportunity for a coherent Human Resource strategy on the handling of employment matters and EOP eg monitoring of EOP and disciplinary matters/frequent sickness/recruitment and selection.

11.3. The Divisional teams were split into two distinct areas of Personnel work, one being operational matters which dealt mainly with everyday administrative matters and the other was the projects which dealt with the disciplinary and frequent sickness handling. The latter as detailed elsewhere, was initially entirely composed of white officers. It was also recognised that being in this group would be likely to benefit staff in the longer term as experience is more likely to enhance their career prospects. The operational team was mainly concerned with administrative process; the long term effect was perceived by staff themselves to de-skill these employees who were mainly black females.

11.4. This also had the effect of fragmenting communication with managers in the directorates as well as between the two groups. This, in the panel's view would ultimately be generally detrimental to the support service given to the Directorate.

11.5. Because of the approach of establishing a 'special project' to specifically focus on disciplinaries/sickness absence, the process in the view of witnesses this became an end in itself e.g. disciplinary action which in some cases could be classified as 'doubtful' or 'staged' to discredit the individual, undermine their confidence and get them out of Housing. The panel was alarmed at instances of abuse of the systems and the use of disciplinary processes simply to 'punish' individuals. These processes were structurally separated from other personnel functions which might assist managers to achieve an improvement in performance.

11.6. The role of Personnel was also diminished in its overall monitoring and overseeing responsibilities and this is seen in the over-active use of acting and honorarium arrangement. The Panel were provided with evidence that issues and concern around procedures were raised by Personnel staff. They were generally over-ridden by [REDACTED].

11.7. Some staff indicated they had taken positive decisions to apply to the Authority because of its profile as an Equal Opportunity Employer within Local Government at national level only to discover that these policies did not result in a fair approach within the Housing Department. 'Special Projects' were seen as a particular example where the creation of temporary engagement to a new non-established or temporary function was often then formally confirmed in the reorganisation, thus preventing general opportunity of equality as generally the person given the opportunity to develop additional skills was almost always white and male. The frequency of reorganisations and the implications arising from them did not generally include adequate staff consultation or enable the individuals to become fully acquainted with their new role prior to yet another reorganisation taking place.

11.8. The effect of near-constant reorganisation was to centralise the power in Housing Department and large reorganisations over the last couple of years appeared to single out individuals and promote them up the ladder without interviews. The effect of reductions appeared to have generally reduced the number and promotion of black women.

11.9. One example was cited of lack of staff consultation and refusal to meet with staff which resulted in the breakdown of Industrial Relations with staff withdrawing their labour and holding a meeting outside the office premises when the Director and the Senior Assistant were on their return from lunch.

11.10. Some witnesses considered that frequent reorganisations did little to assist the security of systems, in particular, control of Housing Benefits and allegations of fraud happening in Housing due to lack of security on the systems was quoted as it was possible for individuals who knew the system to take advantage of structured shortcomings in the system. The allegation was made that reports going back to 1984 demonstrated that there were fundamental fears about systems control and that security was not paramount and that people could be dishonest and get away with it. It was not clear that this was ever effectively addressed by management.

11.11. Because of the restructuring frequency, these structures appeared not to be fully thought out or justified as demonstrated in the post of Office Manager/Health and Safety Officer. The duties and responsibilities of these posts overlapped with no clear direction or duties and responsibilities of powers/security. Following financial difficulties arising from S5/S114 issues there was a real high profile need for secure contractual arrangements. It is clear that observation of Standing Orders and Contractual Arrangements were lax in the extreme and relationships between officers and contractors operated outside of sound practice. Despite this, the Panel was advised that no regular management progress meetings took place between middle and senior managers and it appeared that operational problems were neither discussed

or resolved or support given when necessary to back up action later.

11.12. Arising from reorganisation the failure by SAD to identify clear lines of responsibility, undermined the Office Manager role in the security function and an incident of overtime working on a Saturday illustrated this. On this occasion, the Office Services Manager with the primary role of responsibility for security discovered staff from Support Services doing overtime in Hambrook House outside of written procedures for building security. He himself was told by one of these staff that he was not allowed entry.

11.13. Reorganisations were viewed by the non-favoured employees as providing the opportunity for the SAD to reward "his people" and provide structures to accommodate these as evidenced by the number of ex DMS staff transferred to Housing initially without clear jobs. This was widely perceived to be bending the rules to the advantage of associates of [REDACTED].

11.14. The structure that deleted the post of Head of Personnel resulted in the recreation of an almost identical post exactly six months later. Similarly the post of an individual employed resulted from the reorganisation assimilated into a full-time post in preference to other employees with genuine claims to assimilation/ring-fenced interviews. These are detailed elsewhere in the report.

11.15. The Panel recommends that the Director ensures that future reorganisations are managerially justified and properly implemented with an awareness of the need for Equality dimensions to be included and steps specifically taken to ensure that any favouring of white male employees in these processes does not continue.

12. Slotting-in

12.1. During the investigation considerable evidence was presented concerning the practice of creating temporary posts, engaging individuals to occupy in a temporary position and then eventually the person would become the permanent postholder. A number of examples of 'Special Project' posts, including CSIT, Frequent Sickness/Absence, 'Promises' initiatives etc were perceived to benefit individuals favoured by [REDACTED], predominantly white employees. Other examples of slotting-in which simply seemed to contribute to the general confusion included the returning to work of an individual who had suffered lengthy illness into a non established post in what appears to be on a permanent basis. Another example presented to the Panel was the new post of Promises Officer which enabled one officer to act in the post prior to formal advertising without providing the career opportunity to gain practical experience to other officers who might possess the knowledge and skills to undertake the task.

12.2. Due to circumstances not fully advised to the Panel, similar temporary arrangements have occurred in the Equalities Unit where some employees have been in an 'acting', capacity with responsibilities and reporting roles for an unacceptable period of time. Similarly, the Head of Housing Benefits had been assimilated from an acting position when the previous postholder left the job in what were alleged to be circumstances that the Manager was not adequately supported.

12.3. Recently following a vacancy arising in the Personnel Special Projects Group, suitable employees have not apparently been given the opportunity to act up and cover the duties of the post but one person has been allowed to assume 'leadership'. It appeared to the Panel that some individuals gained considerable practical experience and advantage for almost eighteen months to almost two years prior to permanent appointment. When personnel staff attempted to promote good practice and offer professional advice in line with Council policies, they were frequently undermined by senior managers. Job swaps were also perceived to be used by the senior management, when convenient, to advance favoured individuals' career opportunities.

12.4. When the transfer of staff from management services to Housing took place the Panel was informed that few if any job descriptions were in existence. The individuals moving to Housing were already viewed as being 'gang.' Some officers prior to the transfer had undertaken specific tasks for Housing Department on projects like Homelessness etc. and the introduction of CCT. Because the timing of transfer and the duties of the new duties required assistance, transferred officers themselves were alleged to have assisted in the drafting of their own job descriptions.

12.5. Again it was stated that in the Administrative Support section which reported to the SAD a number of reorganisations had taken place over time. These provided additional financial reward for individuals perceived to be favoured by [redacted] without competitive selection procedures having to be undertaken.

12.6. The Panel recommends that all future slottings-in be subject to rigorous management scrutiny to ensure that the Council's proper procedures and equalities dimensions are fully implemented.

13. Personal Files

13.1. The Panel examined a number of personal files in DHS, DSS and CEO to verify information. This check highlighted the need for centralised control of DHS personal files.

13.2. There appeared to be inadequate control or effective maintenance of personal files in DHS.

13.3. The Panel was concerned that [redacted] kept his own and, it is thought, other AD's and the director's personal files in his own

office. Personnel did not have access to these. When needed, they could only be retrieved by [REDACTED].

13.4. The Panel does not consider any of the above to be acceptable practice. In particular, [REDACTED] should have no access to any personal files.

13.5. It was also the case that some Personal files had been taken from the department by Internal Control/Audit. The Panel considers that no files should ever be physically removed from the department but that where they are needed for investigation purposes, photocopies are made.

13.6. There were no effective control mechanisms for the noting that a file had been removed by Personnel staff in the two separately managed sections of Personnel that need to access these files. It is recommended that a standard system of signing out a personal file be introduced and enforced.

13.7. Finally, it is recommended that out-of-date personnel files be separately stored under the exclusive control of Personnel. They are currently accessible only through Committee Continuity.

14. Use of Internal Control/Audit

14.1. The Panel was advised that when the allegations regarding [REDACTED] were being investigated, [REDACTED] wished to contact an ex-employee who had left no forwarding address. The Panel were informed that the ex-employees home address was obtained by the Internal Control Section following a direct request by the SAD. The procedural aspects and the reason for the request were questioned at the time by the individual member of staff in Internal Control. However, it is understood that Internal Control utilised a "networking basis" to obtain this information by approaching an employee in Internal Audit who allegedly had access to Inland Revenue Confidential Files!

14.2. The failure of the SAD, Internal Control and Internal Audit, to operate proper controls or standards with regard to such requests is matter of very great concern to the Panel.

14.3. The Panel recommends that the Director of Housing, in conjunction with DFS, develop and determine safeguards in respect of such abuses and determine the appropriate management action to take in respect of [REDACTED], [REDACTED] and the Auditor alleged to be involved ([REDACTED]).

15. Leaks

15.1. Just after the establishment of the Panel, various articles appeared in the South London Press and other national [REDACTED]

newspapers e.g. News of the World. The Panel were advised that the Press had approached those suspended officers wishing to purchase their story and the paper offered money. Both employees declined the offer and the newspaper was referred to the Press Office. The Panel was advised by the Press Office that these leaks had been attributed to Unison sources. The Panel is concerned that such leaks were damaging to the Council. If any Trade Union was involved in supplying the media with such information this would seem to be a serious misjudgement and inappropriate use of their ability to provide independent information to the Press.

15.2. The Panel recommends that any guidelines relating to such contact between TU's and the Press be reviewed.

16.

Basement

16.1. During the investigation the Panel visited both Hambrook House and 2-7 town Hall Parade basements which were the sites where sexual assaults by [redacted] had occurred. It was a matter of concern to the Panel that both basement areas were dirty, badly laid-out, gave no appearance of being actively managed and was ultimately an unsafe environment. There was confusion as to the keyholding arrangements. Weaknesses in the security arrangements were also demonstrated by the inadequate locks not always requiring correct use of keys to gain entry. The furniture store was identified as the site where on many occasions sexual assault and harassment had taken place over the years. This room was not used frequently. The furniture store also held a locked Records Room containing old committee reports and personnel files and the key holder was CCO. To gain entry for reference to ex-employees files the Head of Personnel always required access from the CCO. This was inconvenient and all personnel files should be contained and maintained in a secure environment under the clear responsibility of the Head of Personnel. Another locked inner room contained Finance records which was the responsibility of the Finance Section.

16.2. The design and layout of the Storage Areas provided a secure environment for actions of intent, as the sexual abuse/assault could be performed without fear of interruption by other staff. The loading bay to the area provided a clear exit/entry to the building without needing to gain permission from the front reception desk.

16.3. The Panel were advised for example that the removal firm [redacted] was on site frequently for the purpose of moving and repairing furniture and as they were familiar with the layout etc they were not perceived to require supervision. Passive infra red detector security devices although sited in the corridor ceiling have a limited range of detection whereby egress and entry can occur undetected.

16.4. At the site visit of 2-7 Town Hall Parade, the police needed to gain forced entry to the small room known as the Electrician cupboard and the door needed to be broken to gain entry. The Panel was informed that it is believe that evidence of equipment used during the sexual assault had been removed and the area washed down. Neither of these occurrences seem unlikely given the limited supervision and management of these areas.

16.5. Another small room in the basement of 2-7 Town Hall Parade was used by the cleaners as a store for materials. Again entry and exit could be gained to the street by means of an escape staircase. The area should be better designed for storage purposes as 'old equipment and files were not organised in the area. The Panel recommends that management guidelines are produced for use of staff of the basements to increase health and safety standard, taking into account the prevention of any similar events or sudden illness where a person may not be discovered for many hours.

16.6. The keyholding arrangements should be the clear responsibility of the Office Manager with a formal recording system for use of the areas. At the time of the site visit the Panel noticed many unfiled documents on the floor in the 2-7 Basement and all documents should be retrained in a secure area while pending action or filing.

17. Computers

17.1. Computer systems currently used by the Housing directorate had mostly been acquired as stand alone systems not connected to the corporate systems. There appeared to be little co-ordination in the acquisition, application or training requirements in respect of these.

17.2. Reference was made to the replacement of the Wang Office Word Processing System, some interviewees believed to be a waste of resources as they considered it could be upgraded prior to moving to Office Power. Staff who were users of the system had not been formally consulted and were surprised by the speed of the replacement as it was believed that [redacted] wished to obtain the most 'state of the art' equipment. There appeared to be several changes of hardware in this area in a very short space of time. The return on the investment in this equipment must have been questionable.

17.3. The Panel was also informed that due to the need for specialist computer skills and knowledge or dedicated systems, one officer who wished to avail himself of PRVS was refused following discussions with the District Auditor as the latter was concerned that if the key worker terminated the employment the authority could have serious computing processing difficulties. A decision to retain was made and an honorarium paid for a very lengthy period at the same time little regard seems to have been paid to the need for developing computer skills in a wide range of areas in the Directorate.

17.4. Comments regarding the delivery, storage and subsequent physical loss within 24 hours of computer hardware for Housing Department were made to the Panel. Once delivery took place the equipment was placed in a locked area only to be discovered missing next day. Witnesses considered that losses had occurred in this way through inside knowledge. The likelihood of opportunist theft could be almost eliminated in events like this.

18. Removal Firms

18.1. Two Removals firms appeared to be always used to undertake Housing's moves. So much so, that a number of employees reported to the Panel that they believed that [REDACTED] was a Housing employee. His firm, [REDACTED] was used to a very great degree to carry out office removals. Another contractor allegedly, his brother [REDACTED] operated another removal company which was also extensively used. This company had vans marked with the company name while the other company [REDACTED], allegedly operated from unmarked vans.

18.2. The company owned by [REDACTED] was allegedly permitted possession of keys that opened all internal lockers and desks. They also appeared, at some stage, to have entry keys to the building. The panel was informed that when a member of staff was passed the key believed to be the only key to lock away evidence for the criminal case reported to police she was later surprised to discover [REDACTED] fitting shelves in this cabinet in [REDACTED] office.

18.3. It was alleged that [REDACTED] company [REDACTED] was not on the official contracts list and, in addition to undertaking Council work undertook private removal work for other employees. The Company is believed to have carried out a private removal for [REDACTED]. After the termination of the Health Safety Officer's employment calls were allegedly received from Social Services Department staff requesting [REDACTED] to undertake removal work. It appears that the [REDACTED] acted as some kind of internal "agent" for their use. It was alleged that [REDACTED] and the contractor enjoyed a close social relationship including drinking together and sharing holiday arrangements.

18.4. The Internal Control Department of the Housing Department were requested to investigate the procedural aspects of complying with ordering arrangements following the departure of [REDACTED] and the discovery of invoices from the Company in his desk. The practice as reported to the Panel involved the receipt of verbal quotations for the work required and the invoices were usually certified by [REDACTED] and [REDACTED]. The argument offered for engagement of this specific company was the fact that they were believed to be reliable and did not need close supervision. They were also seen as doing a good job and they also repaired furniture or constructed flat-back furniture. The Company had a prime tariff of an hourly rate and because of their knowledge of the building, staff time in supervision was minimal.

18.5. Because of their key holding and knowledge of the building, the Panel was concerned that, it would have been possible for the basement room 2/7 Town Hall Parade to have been washed down and all evidence removed by this firm as their familiarity with the site would not arouse staff concern.

18.6. The Panel was most concerned to be advised that the only action undertaken by Internal Control following these queries many months ago was to attempt to arrange for the firm's inclusion on the Approved List of Contractors. They confirmed that they had undertaken no work to ascertain previous levels of use of the firm or whether this complied with Standing Orders, despite having been "alerted" to the problems.

18.7. It was also alleged by a number of witnesses that the firm undertook routine work within Hambrook House that was within the responsibilities of porters. The work appears to have been assigned in an uncontrolled and unmonitored way and possibly was used so extensively that it appeared to involve the full-time employment of one or more members of this firm at some stages.

18.8. Witnesses expressed concern that the firm may have also been involved in the unauthorised 'removal' of office furniture and its disposal to local second-hand furniture outlets and possibly to actual thefts of computer equipment.

18.9. The Panel strongly recommends that a full-scale Audit Investigation be carried out by an independent audit group within DFS Audit to establish previous levels of use and compliance with Standing Orders and possible involvement with theft and/or unauthorised disposals of Council property by this firm over the preceding five years.

19. Diaries

19.1. During the course of the investigation, the Director informed the Panel that the representative of [REDACTED] had sought access to his last three years' work diaries and that this had been given. The Director later clarified that only photocopies had been provided. In further checking, the Director then confirmed that, in fact, no access had been given and the diaries could not be located. It appears that [REDACTED]'s representative accepted this and has not pursued the matter.

19.2. The Panel then sought access to these diaries and were provided, by the Director, via the CCO, with copy of 1990, 1992 and 1993. The Panel queried the whereabouts of the 1991 diary which has, to date still not been provided.

19.3. The Panel also requested the diaries on [REDACTED] which had, at one stage, allegedly been removed from his office and where later returned. The Panel was provided with his 1992 and 1993. The Director explained the absence of 1990 and 1991 diaries on the

basis that [REDACTED]'s position in those years did not, apparently, entitle him to a diary.

19.4. The Panel is concerned that the 1991 diaries are not available. It is currently examining those provided and is still awaiting any remaining diaries.

20. Former Housing Employee

20.1. [REDACTED] BF was murdered in February 1993. He was a Social Services employee in the post of Office Manager. He was also a former employee of the Housing Directorate then employed as an Assistant office Manager. BF was found dead in his burning Council flat by the fire brigade in February 1993. The Coroner confirmed this death as murder and this has been the subject of an intensive police investigation as well as the television programme Crimewatch.

20.2. BF was employed in the Housing Directorate and promoted to the post of Office Manager in Social Services.

20.3. A number of witnesses who gave evidence expressed concern at the death of BF being in some way connected to the Directorate of Housing and the possibility that he may have been involved in carrying out some form of investigation into fraud activities within that Directorate. Some witnesses linked the death to the overall fear and anxiety that seem to pervade the investigation. This is addressed in detail elsewhere in the report. The murder of BF was seen by some witnesses as a possible outcome for anyone who strayed too far in their investigation or for those who asked too many questions.

20.4. The Panel have not found any direct link between the death and the issue under investigation.

20.5. The Panel heard evidence about BF whilst he was working in Social Services visiting Hambrook House and speaking to a colleague and telling her that he was going to "spill the beans." Three days later he was killed. The Unison Branch Secretary confirmed to the Panel that a witness was very fearful of the "Bulic link." There was also apparently a link between BF and [REDACTED]. One of the employees of the firm, apparently carried out private removals. This firm did a private house removal for BF. Apparently, BF had engaged them and had given an alleged employee of [REDACTED] the keys so that his furniture could be moved into his new home. The contractor's employee is alleged to have claimed that when he let himself into BF's home, he found BF in bed with another man.

20.6. The Panel heard evidence that BF was particularly critical about what he considered to be the excessive and inappropriate use of [REDACTED] and that this was an issue about which he was very concerned.

20.7. The Panel also heard hearsay evidence that a report that had been on BF's desk went missing when he died. The Panel heard evidence that BF had been given a hard time by [redacted] in Housing. The Panel noted a letter on BF's file from [redacted] to BF on his leaving the directorate confirming that the "culture" in Housing had not been conducive to BF's methods of working. The Panel considered that this was a strange comment to have made to an employee in a memorandum. The Panel obtained a copy of the BBC "Crimewatch" programme made about his murder which confirmed that three besuited men (two black and one white) had been seen leaving his flat with files under their arms.

20.8. The Panel heard evidence that [redacted] did not get on with Office Managers who did things 'by the book.' Witnesses confirmed that this included [redacted] and BF. BF was renowned for doing things "by the book" and properly.

20.9. BF had allegedly expressed his fear of [redacted] to another witness who had visited him in DSS. When he visited, he had been extremely angry and had burst through the reception at Mary Seacole House. This episode was confirmed by a DSS witness to the Panel. He spoke to BF in the canteen. BF had allegedly explained that he thought he could get away from [redacted] but claimed that one of the Social Services's senior managers had put pressure on him on [redacted]'s behalf to write a statement. He had appeared very frightened to the witness. He was reported to have said that "[redacted] could still get to him even in Social Services." The witness at this point appeared very fearful and asked the Panel not to take notes. The Panel felt that this was a genuine expression of fear. He also spoke in terms of the very real power that [redacted] was perceived to have and he confirmed this in his second interview. [redacted] was described as a "Godfather" type figure who ran Housing like a business for his own purposes.

20.10. Another witness confirmed that she knew BF well. He had apparently visited her after leaving DHS. He said that he was not going to "keep quiet." He repeated that "if they think I'm going to keep quiet, I'm not." She had not told the police this although it had been suggested to her that she should by [redacted] at the time of BF's death.

20.11. The Panel also interviewed the Director of Social Services. He told the Panel that the Chair of Social Services, had seen the police officer in charge of BF's investigation. She had told him she had spoken to frightened Unison members who had heard about the Panel's enquiries about BF. They had expressed their fears to her about the link with the death. The police officer had told her that there was no apparent link and that they were expecting to arrest someone very soon. These concerns were not raised by Unison with the Panel.

20.12. The Panel considers that the information and evidence should be given to the police as part of their investigation into BF's murder which has not been concluded to date.

Eithne Harris
Eithne Harris

CHAIR OF INVESTIGATION PANEL

on behalf of panel
Date: 22 December 1993

APPENDIX A

NEWSPAPER ARTICLES

Staff made porn films in town hall

EXPRESS REPORTER

FOUR housing officers have been suspended after porn movies were filmed by staff in a Labour-run town hall.

One video showed a girl worker in a St Trinian's-style school uniform cavorting with a male colleague.

The films were unearthed after Lambeth Council in South London — involved in a ~~£20 million corruption~~

investigated a housing boss who was alleged to have been groping girl colleagues. He has been sacked.

During the inquiry it was revealed that various members of staff had been using rooms in the basement of the town hall in Brixton for their movie-making.

Tory councillor John Whelan said: "This is the borough with the worst social problems in London and this is how the staff are behaving. It's quite outrageous."

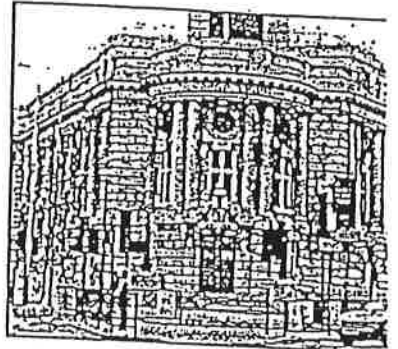
"One wonders if they manage to get any work done at all. I understand the films are in existence and have been seen by people."

"They are shocking. It is the talk of the town hall and a full investigation has to be carried out."

"It proves Lambeth is rotten from top to bottom. I am absolutely appalled this sort of thing has apparently been going on in the town hall basement for years."

Liberal Democrat leader Mike Tuffrey said: "Nothing surprises me about Lambeth Council, but even by their standards this is quite remarkable."

A council spokeswoman said: "Four people have been suspended pending an investigation."



FILM SET: Lambeth Town Hall

DAILY EXPRESS
SAT. 9-10-93.

COUNCIL WORKERS IN SEXY VIDEO SHAME

RANDY council workers filmed sordid sex romps in the basement of their own town hall, it was claimed last night.

Their X-rated videos were then passed around to bosses at Lambeth Council in South London.

Four members of staff from the housing department have been suspended on full pay since the allegations surfaced. One housing worker said: "Some of our top people are involved — everyone's talking about it."

Inquiry

Last night a council spokeswoman said: "The four people have been suspended under our equal opportunities policy because pornography is demeaning to women."

"We are treating this matter very seriously and

DAVID DINSMORE a full independent inquiry is under way."

Lambeth councillors are furious about the scandal.

Deputy Tory leader Peter Evans stormed: "People are welcome to do what they want in their own time, but it's ridiculous in office hours."

"It's simply sex on the council tax."

Fellow Tory John Whelan said: "I am absolutely appalled that this sort of

thing has been going on in the town hall basement.

"If the allegations are true, it proves what so many people believe — that Lambeth is tainted not only by financial but moral corruption."

Liberal Democrat leader Mike Tuffrey added:

"Lambeth appears to have reached new depths of depravity. I'm demanding an investigation as to how this can happen under the noses of senior management."

DAILY STAR

SAT. 9.10.93.

Council in porn shock

PORN videos have been filmed in the cellars of a town hall, it was claimed yesterday.

Four housing officials have been suspended during an investigation in the London borough of Lambeth.

A female council employee is said to have dressed up in sexy St. Trinian's-style schoolgirl clothes during filming in the basement below the council offices in Brixton.

Other members of staff allegedly watched the movies being made.

Last night Lambeth's Labour leader Steven Whaley said: "I am absolutely appalled that this sort of thing has allegedly been going on — apparently for years."

DAILY MIRROR
SAT. 9/10/93.

The Sun Thu 17/09/73

House

3G

Town hall chiefs in 'porn film ring' probe

EXCLUSIVE
by SIMON WALTERS
FIVE senior officials at a
Labour council were sus-
pended last night after
allegations they were ped-
dling porn videos.

Police discovered evi-
dence of a porn ring
when they were called to
investigate a rape claim
by a council worker.

The woman claimed a
senior executive at South
London's Lambeth coun-
cil had attacked her.

One council source
said: "The entire staff
are absolutely stunned
by the whole matter."

"When police investi-
gated the rape claim
they found officers had
been exchanging blue
films at work."

The man accused of
the rape has offered his
resignation and is work-
ing his notice.

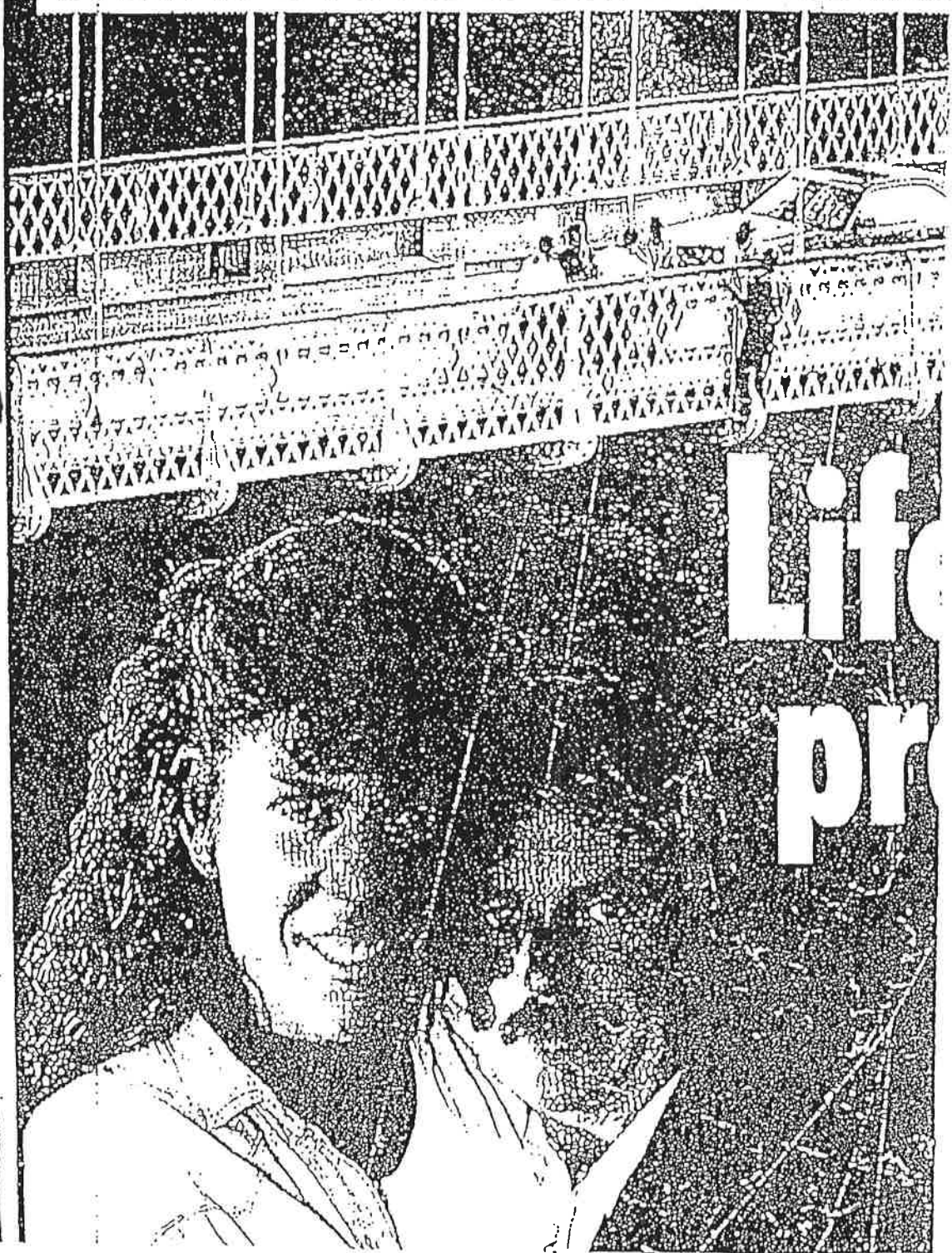
Four of the suspended
men work in the housing
department.

One, deputy housing
chief Keith Sorace, earns
£40,000 a year.

Council Chief Execu-
tive Henry Gilby was
said to be "absolutely
horrified" by the claims.

Lambeth is already at
the centre of a fraud
and corruption scandal
after auditors claimed of-
ficers illegally spent
£20 million on housing
and road contracts.

THREE WORDS FROM ANGEL



Life
pr

Sun

FIREMEN used a
crane to free
Maria Basso —
116 stone and
32 stone — when

3

CALL FOR NOVEL PROBE

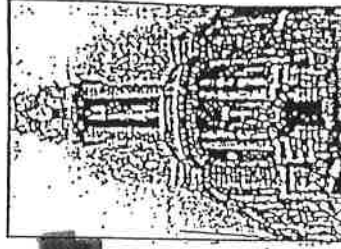
EXCLUSIVE

BY LOUISE GARRETT

PORN perverts have been filming blue movies in a town hall basement it was alleged this week.

The sordid videos are alleged to have been filmed in front of an audience in a basement at Lambeth town hall (right), just yards away from the members bar.

The blue movie claims will cause more red faces at Lambeth which has been hit by a series of scandals dur-



Turn to P2.

Councillors demand

page 1
video cameras are rumoured to be circulating the town hall.

It is alleged that one features a woman council employee in a St. Trinian's style school uniform, romping with a male employee.

The unauthorised filming allegedly took place in a labyrinth of rooms — normally kept

Acree Lane, Brixton.

Cllr. Whelan said, "Everybody at the town hall is talking about this. They are very serious allegations which must be fully investigated by a panel of council members — not officers."

"If any employees are proved to be involved they must be sacked immediately."

investigation

true it proves what so many people believe that Lambeth is rotten from top to basement and tainted not only by financial but moral corruption.

"I shall be contacting the leader of the council Steve Whaley and calling on him to act on my recommendations."

Liberal Democrat Cllr. Peter Whelan said

cial fiddles, now it's a sex scandal. Lambeth appears to have reached new depths of depravity and I'm demanding an investigation as to how this can happen under the noses of senior management."

A Lambeth Council spokeswoman said, "The information to us is that

may be entitled to compensation.

GLAZER DELMAR
SOLICITORS

071-639 8801

223-229 RYE LANE, S.E.15

LEGAL AID WORK
UNDERTAKEN

ODD SIZE BEDS
3", 3'6", 4' etc. available
N ALL BEDS IN STOCK

4'6" CAPITAL
DIANA DIVAN SET

High loft padded mattress with micro
itching and 4 spacious jumbo drawers in
the base.

ONLY £259

3' size only £169

ERIC BEDDING CENTRE
87 LORDSHIP LANE, S.E.22

081-299 0373

terday after he was rushed to hospital yes-
youths and knifed in the stomach.

The 16-year-old was about half-a-mile from
Crofton School in Manwood Road, Brockley, at
1.10 p.m. when the gang pounced.

An air ambulance attended the scene, but he
was taken by road to Lewisham Hospital in Lew-
isham High Street.

A Lewisham Council spokesman said his condi-
tion was 'stable'.

The boy, a pupil at Deptford Green School,
Amersham Vale, New Cross, had been walking to
Crofton School, part of the same group of schools
teaching sixth formers, for afternoon lessons.

Yesterday afternoon, a team of police officers
were combing gardens in Ewhurst Road looking
for the weapon used in the attack.

From page 1

video cameras are
rumoured to be circula-
ing the town hall.

It is alleged that one
features a woman coun-
cil employee in a St.
Trinian's style school
uniform, romping with
a male employee.

The unauthorised
filming allegedly took
place in a labyrinth of
rooms — normally kept
locked — in the base-
ment of the town hall in

Copies of the films,
which are shot on home

ABH charge

A MAN charged with kick-
ing a mother of four in the
stomach and punching her
in the face was granted bail
after agreeing to stay away
from the woman's home.

Samuel Payne (32), of
Bencroft Road, Stratham,
Vale, was charged with
assaulting Deborah Neil,
causing actual bodily harm,
at Palace Road, Stratham,
on Monday.

He appeared at Cam-
berwell Magistrates' Court
on Tuesday and will next
appear on October 19.

Acre Lane, Brixton.

Everybody at the town
hall is talking about
this. They are very
serious allegations which
must be fully investi-
gated by a panel of
council members — not
officers.

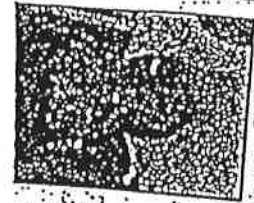
"If any employees are
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"If the allegations are

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and tainted not only by
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ruption.

"I shall be contacting
the leader of the council,
Steve Whaley, and call-
ing on him to act on my
recommendations."

Liberal Democrat
leader Mike Tuffrey
said, "First it was finan-



also known as
Alison Kimmells, aged
23, lives in the
Vauxhall area.
She is black, light
skinned, slim, and
5ft 6ins tall.
"Anyone with
information is asked
to contact Det. Con.
Pamela Head at Kennington CID on 081-
649 2436, or the CID at Kennington on
071-326 1212.

Pub door smashed

BRIXTON: A man who smashed a glass
pub door with his elbow during an argument
with a woman was fined £50 at Camberwell
Magistrates' Court on Tuesday.

Leslie Williams (35), of Rattray Road,
Brixton, admitted damaging the door at Bra-
dy's in Atlantic Road, Brixton, on Septem-
ber 3.

cial fiddles, now it's a
sex scandal. Lambeth
appears to have reached
new depths of depravity
and I'm demanding an
investigation as to how
this can happen under
the noses of senior man-
agement."

A Lambeth Council
spokeswoman said,
"The information pro-
vided to us by the SLP
will be investigated."

STRICTLY CONFIDENTIAL

APPENDIX B

TO: Chair of Investigation Panel

ATTN: Eithne Harris

FROM: Peter Camp, Director Housing Services

DATE: 22nd October 1993

TELE: 63426

RE: Items requested by Panel

I attach draft copies of the suspension letters for [redacted] and [redacted]

The Officer originally dealing with these letters has now left the council, it would appear that he had not kept copies, I realise that this is not very helpful and can therefore only supply the information which we have on file.

I understand that the wording was changed in the first paragraph to "A breach of the councils Equal Opportunities policy" and that each individual was told to come to a meeting on Tuesday 21st September in order to explain the nature of the allegations. I also attach the statement by [redacted]

Details requested on items of forensic evidence:-

a. Blanket and tissue


passed by [redacted] to Detective Sergeant [redacted] Thursday 26th August.

b. Dictaphone cassette

Not in my possession, awaiting clarification from [redacted] (X)

c. Ansaphone cassette }
d. Pen knife }

Now in my possession after being with [redacted]


Peter Camp
Director Housing Services
Enc,

(X) ps
Dictaphone cassette sent to
Police 21/22 September 1993

By [redacted]