# Appendix 1 – Workstream Overview

## SERIOUS YOUTH VIOLENCE WORKSTREAM
Safe Environments & Public Spaces

### Overview

- To use insight that develops practice and policy that focuses on:
  - Safeguarding high risk areas;
  - Upgrading community facilities;
  - Maximising use of community facilities;
  - Improving the safety and security of Lambeth’s estates;
  - Improving the safety and security of public transport hubs and modes of public transport in the borough; and,
  - Influencing future design and build of housing, hubs and public space.

- To ensure that this agenda informs all environment and public spaces policies, transport strategies, delivery and maintenance plans.
- To develop our community areas to be green, well lit with natural surveillance and encourage use by a wide range of age groups.
- To ensure actions that tackle serious youth violence are integral to the work plans of frontline officers, RSLs, operatives and providers working in these environments.

### Summary of Public Health Needs Assessment

- Effective Interventions:
  - Environmental Modification
    - Increasing safety & quality of environments to reduce risk of violence and other crime through environmental design (design-out crime).
  - Alcohol access policies
    - Preventing alcohol misuse and interpersonal violence and abuse related to intoxication by restricting outlet density, location and opening hours.
  - Targeted Policing
    - Hotspot policing to interrupt local spread of violence and increase neighbourhood safety.

### Community Input / views

- Concerns around Serious Youth Violence on estates are shared at the regular TRA meetings.
- The forthcoming Business Improvement District ‘Summit’ will have direct links as to how environmental modification can design-out crime.

### Projects (delivered & in progress)

- Increased surveillance: We know that that CCTV provides reassurance to residents on our estates so we are upgrading vandalised CCTV, especially on the Tulse Hill Estate which is a hotspot for Serious Youth Violence.
- Communicating the Council’s offer: Residents often complain that they are not aware of services and support available to them. To address this a series of summer engagement events were delivered by the Future Leaders and the Housing team at various localities over the summer to promote the services delivered by the Council, it’s contractors and local partners.
**Next Steps (plans for the next six months)**

- **Increased surveillance:**
  - We know that residents and businesses want to be reassured that our CCTV is helping to tackle Serious Youth Violence so we will procure a consultant to undertake an analysis of our existing CCTV operations to provide recommendations for improvement;
  - In addition to CCTV we know that additional police officers provides increase reassurance to our residents and we are developing a spec to procure additional police across the borough; and,
  - We will identify which professionals are working in a regular basis on our estates (e.g. Parking Wardens and Housing Officers) who can act as sources of intelligence. We will also ensure they are reporting incidents through the correct channels.

- **Homelessness:**
  - We know this is a growing concern. We will work with Public Health and our analysts to scope out the links between homelessness and youth violence, and where necessary develop a council-wide approach to this issue.

- **Tackling Anti-Social Behaviour (ASB):**
  - As ASB can occur in a variety of locations we will complete a mapping process that will identify parks and open spaces, and also ‘unused spaces’ that are affected by ASB; and,
  - In turn we will review the lighting in these areas and consider changes that could be made to the surrounding environment that could lead to a reduction in ASB.

- **Effective Planning:**
  - Key to designing out crime is effective planning for all new developments and the regeneration of ‘unused space’. As such we are completing our planning policy review and draft policies will be presented to Cabinet for consultation.

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**Serious Youth Violence Workstream: Families & Early Help**

**Overview**

- To develop an early help offer that responds effectively to the root causes of youth violence and contextual harm.
- To build the skills and assets of families in the borough, to withstand financial, relational and emotional pressures.
- To reduce the number of young people entering the criminal justice system.
- To improve the health and attachment of children under five in the borough.
- To improve our response to single event, community and organisation trauma within the borough.
### Summary of Public Health Needs Assessment

- **Promising Contextual Prevention:**
  - Poverty de-concentration;
  - Household economic strengthening; and,
  - Gender norms change.

- **Primary Prevention:**
  - Home visiting;
  - Home-based therapies;
  - Attachment interventions;
  - Parental abuse education;
  - Parenting/family skills programmes;
  - Parenting for children with high behavioural needs;
  - Foster care interventions;
  - Pre-school skills development;
  - Parental screening and intervention (domestic/intimate partner violence, substance misuse);
  - School-based social, emotional development;
  - Bullying prevention; and,
  - Classroom management.

- **Secondary Prevention:**
  - Therapeutic foster care;
  - Behavioural/skills building interventions;
  - Substance misuse interventions; and,
  - Family-based therapies.

### Community Input / views

- Concerns around Serious Youth Violence on estates are shared at the regular Early Help locality meetings.
- LAP Panels (family support).
- Sub-workstreams are being co-produced with local partners including LEAP, St. Michael’s Fellowship and Juvenis.

### Projects (delivered & in progress)

- **Becoming a Trauma Informed Council:**
  - Recognising the need to become more aware of the support needed by residents, colleagues and partners, the Council will develop practices to ensure it becomes more Trauma Informed. Training around this theme has already taken place across Children’s Services and Community Safety.

- **Reducing Family Conflict:**
  - We know there is a need to provide support packages for families that can improve relations within their unit, but greater awareness within the Lambeth workforce (and its contractors) of identifying and addressing family conflict is required. Using the existing packages made available through the commissioned DWP Family Conflict Reduction programme we can increase the number of families being referred to these interventions and use outcome evidence to understand the local picture of family conflict and the root causes in Lambeth (e.g. finances, disciplining of children and intimacy).
Next Steps (plans for the next six months)

- Becoming a Trauma Informed Council:
  - We understand that entering a council building can be intimidating and how our officers relate to our residents and members of the public can potentially add to levels of fear and apprehension. As such we are reviewing our buildings and developing behaviours to become more aware and sensitive to the needs of the people we engage with, beginning with the Civic Centre.

- Tackling Domestic Violence:
  - We have to obtain a greater understanding of the links between domestic violence perpetrated by young people on their partners, parents and family members and Serious Youth Violence at a local level and the demands this places on early intervention workers. Having researched this we will develop a tiered pathway for family conflict and domestic violence based on scale and need.

- Reduction in Contextual Harm Experience:
  - We know that there is a need to develop capacity within the community to address violence, abuse and intimidation outside of the home. More evidence needs to be gathered to identify the gaps in provision and awareness. Once the gap analysis has been completed we will identify the areas of need with a view to developing a pilot project through the Early Help locality model.

- Emotional resilience:
  - The role of families, friends and the local community is key to developing strong support mechanisms when required. Therefore, we are identifying the gaps in provision and reviewing how aware residents and partners are of the services already in place. Once the gap analysis has been completed we will identify the areas of need with a view to developing a pilot project through the Early Help locality model.

Response and Support

Overview

- Reviewing all our existing processes and support systems for young people most at risk of youth violence.
- Commissioning additional services to address key areas of weakness where more support is needed, e.g. targeted work for young black men.
- Building our approach to reducing youth violence into our existing services for young people across Lambeth.
- Commissioning service to address the needs of victims.
- Work with women and girls affected by Serious Youth Violence.

Summary of Public Health Needs Assessment

- Community orientated multi-agency group to suppress and interrupt violence through combination of enforcement and engagement.
- Adopting a restorative justice approach to prevent re-offending.
- Parental screening and interventions (e.g. partner domestic violence or substance misuse).
- Substance misuse interventions.
- Therapeutic interventions for victims and perpetrators of violence.
| **Hospital based interventions at the point of a “teachable moment”**.  
**Comprehensive support for youth rehabilitation, including early court-based interventions.** |
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| **The community have stressed repeatedly that the Council needs to prioritise how it responds to critical incidents, both for the families, their communities and any witnesses / by-standers.**  
**The need for work to be delivered by existing providers, who have relationships and experience with a community, rather than dropping in new teams from outside the borough.**  
**The need to have more culturally relevant services for black young men, to address their specific needs and lived experiences.** |

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| **Critical Incident Response**: signed off and being implemented currently.  
**Recommissioning of all youth and play services with targets for reducing youth violence and keeping young people safe.**  
**Interventions and support (targeted children and young people offer, including young adults):**  
  - Evidence completed by public health to inform interventions; and,  
  - Work ongoing to implement findings and recommendations.  
**GOMAP panel review:**  
  - Review ongoing – target dates for completion included within Terms of Reference and Information Sharing Protocol circulated for comment - agreed formal review and consultation with workstream members.  
**Initial discussion in relation to Community "Knife Haven" proposals.**  
**Integration of activity with communications workstream highlighted as a priority for action.** |

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| **Submission of final feedback in relation to Critical Incident response Plan.**  
**Completion of final review of GOMAP Group and agreement of terms of reference for new operational management partnership (Reducing Serious Youth Violence Panel).**  
**Consider proposal for “Knife Haven”.**  
**Secure agreement for way forward in working with female perpetrators and victims of Serious Youth Violence.**  
**Establish working group to focus on proposal for engaging and working with victims of SYV.**  
**Agreed work needs to be started to provide briefings to community groups.**  
**Agree future development of community engagement work.** |

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**Education & Training**
| **Overview** | Aims: to increase young people’s access to more effective, equitable education, employment and training. To improve social-emotional resilience and life-skills opportunities.  
To support schools, colleges and settings to become inclusive places.  
To work with settings, schools, colleges, and training providers who know how to refer into the relevant agencies and what services are available and that environments are safe and enabling.  
To reduce risks at the point of transition between one educational establishment and the next.  
To increase the number of young people engaged in education, employment and training post 16. |
| **Summary of Public Health Needs Assessment** | Addressing key issues such as the underachievement of black.  
Working to improve the mental health and wellbeing of young people through the protective factor of education, employment and training. |
| **Community Input / views** | Our communities perceive that exclusions in schools are a significant concern – both permanent and also temporary exclusions.  
Communities agree that the underachievement of Black Caribbean boys needs to be addressed. |
| **Projects (delivered & in progress)** | The Black Caribbean Achievement Project has been a significant project between the Council and the Lambeth Schools Partnership involving 34 schools and based on the work of Professor Feyisa Demie. This has resulted in an 11% improvement in Key Stage 2 outcomes in the pilot schools in Year 1 and there is indicative reduction in the number of exclusions for this cohort. This represents a £200,000 investment over two years which will need further funding if it is to have longer-term impact. This has included Headteacher coaching, aspiration raising events, behaviour management support, unconscious bias training and parental engagement activities.  
The borough’s approach to inclusion will be reviewed; a reviewed approach to SEND, a reviewed Fair Access Protocol and the Introduction of a Fair Access Panel. Work will be undertaken to provide a Key Stage 3 therapeutic intervention.  
Improve the tracking of young people not in Education Employment and Training and improve communication and opportunities between the pre and post 19 NEET team to provide greater continuity of opportunity. |
| **Next Steps (plans for the next six months)** | A SYV survey for young people is currently being conducted and is being rolled out to schools now that the new school year has begun. So far, around 200 young people have completed the survey and the analysis should assist the work-stream in developing more appropriate projects relevant to the needs among young people.  
Implement the Fair Access Protocol.  
Launch the Lambeth Jobs website.  
Implement Year 2 of the Black Caribbean Achievement Project.  
Update the action plan following the end of the Year 1 review to encompass a three-year approach to addressing Serious Youth Violence.  
Work closely with the Trauma Informed working party to roll out support into schools. |
**Disrupt and Deter**

| **Overview** | To deliver a comprehensive enforcement strategy that targets key high risk individuals and areas where appropriate to minimise harm and risk to the borough. This will include combined operational activity against known offenders, and work to disrupt drug markets and other activity linked to serious youth violence.  
This will include strengthening activity to reduce risk factors leading to youth violence, including access and purchase of knives / alcohol and CSE vulnerability.  
To build community confidence and trust in policing activity, including greater information sharing and. |
| **Summary of Public Health Needs Assessment** | Alcohol and drug policies and how they are enforced to reduce incidents and causes of violence.  
Access to weapons and restricting purchase of knives and firearms.  
Rapid data sharing between health and enforcement services to ensure a joined up response.  
Targeted policing based on evidence and intelligence to halt the spread of violence and increase neighbourhood safety in the most vulnerable areas. |
| **Community Input / views** | Building trust around stop and search practice is key, and a focus on police educating people on the use of stop and search.  
Greater focus on the role of social media in exacerbating violence. |
| **Projects (delivered & in progress)** | The new Tactical Tasking and Co-ordination Group (TTCG) is in place, allowing for joint long-term resourcing by the Council and police to prevent violence in key areas. This is a fundamental shift from the usual reactive policing policy, and relies on predicting where violence will occur and then moving police resources to those areas for sustained periods of time.  
We are now doing monthly joint weapon sweeps between the police and Council in high risk areas, to significantly increase the number of knives and other weapons removed from the streets.  
Letters to parents of children stopped and searched three times or more to let them know of repeat stop and searches have been completed and are currently undergoing final review by the Met’s legal team before being issued. |
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<td>• Social media: Our community representatives have repeatedly said that social media is making youth violence worse in Lambeth, so we are lobbying central Government and the Mayor on tighter regulations and a faster response to take items down. Additionally, we are speaking with the police to stop publication of knife images when a weapon sweep occurs.</td>
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<td>• The National Crime Agency and national county lines police force have presented to the group on the wider regional drug markets and their disruption efforts. This information will be used to develop a specific drug market disruption plan to reduce both the on-street drug markets in Lambeth and also their connection to the wider regional and national drug markets that we know drives a large amount of the violence involving our young people.</td>
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<td>• Our Trading Standards service have received funding from the Home Office to increase their test purchase operations for underage knife sales. We are working with them to increase these operations and ensure they are targeted to our most vulnerable areas, and will be stepping up this work.</td>
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<td>• Working with the public spaces and environments workstream to target prosecuted gang members with the full extent of appropriate enforcement powers.</td>
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