



FOR YOUNG PEOPLE
STRATEGY
2020/2030



“
Stop
pretending
to care.
We can
tell the
difference.”

Throughout this document, you will see quotes from the young people of Lambeth, talking about how violence impacts on their day-to-day lives. We thank them for their candour in talking to us, and promise them that we will do whatever is in our power to improve the quality of their lives.

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Foreword



The co-creation of this strategy provided an opportunity for us to review progress, having the views of residents and other stakeholders at the heart of what we aim to achieve. Covid-19 has shown us that business as usual is not an option – we need to tackle the inequalities and racism that are present in our society, ensuring that we give our residents, particularly our youngest ones, the best opportunity to thrive and succeed in life.

The distress that has been generated by the death of George Floyd at the hands of police in America has further emphasised the need for our approach to be an anti-racist one that reflects the lived experiences of Black people, particularly African and Caribbean communities, and has emboldened our work to address structural racism. We are responsive and keen to adapt to the needs of our communities.

Our role as a council is that of a facilitator, putting our communities and their needs at the heart of all we do. We will build upon our inclusive approach, removing the barriers to participation, understanding what matters to our communities and recognising that not all areas in our borough will have similar concerns when it comes to community safety.

We are ambitious – we will make Lambeth one of the safest places in London for children, teenagers and young adults, and we recognise that will not happen overnight. That is why in Lambeth we have taken a long-term, Public Health approach to community safety – intervening as early as possible so that the aspirations of a young person do not become limited due to the obstacles that they encounter in life. Thus we are committed to catalysing opportunities for all our people to thrive. The council's approach to community safety cannot happen without our partners – schools, police, NHS, justice, local employers and, crucially, our residents and community groups who are the fabric of our fantastic borough. I have been honoured to work with the energy of so many who have shaped this strategy. It is an honor to lead it and I am utterly committed to its fruition.

Councillor Jacqui Dyer, Cabinet Member for Jobs, Skills & Community Safety



Young people are our future.
We all need to invest our
time, energy and resource
to create the conditions
where children and young
people are nurtured, feel
safe and thrive. ”

Councillor Jacqui Dyer



I am acutely aware serious violence between young people has devastating consequences, not only for individuals and their

families, but also for communities. The recent tragic deaths of young people from Lambeth brings this into stark focus. Urgent short and long-term action must be taken to protect young people within our borough.

As a senior leader of children's services over many years I have seen several young people lose their lives as a consequence of youth violence across the country. I have heard first-hand the anguish of families who have lost loved ones. Sadly, the root causes are all too familiar: adverse childhood experiences, poverty, peer pressure, racism, lack of inclusive learning environments, domestic abuse, emotional health and wellbeing difficulties, and the wider role of society and the state in perpetuating the social and economic factors that lead to these issues.

This strategy is designed to ensure collective action is taken to address the presenting challenges we face in eradicating youth violence, whilst also dealing with the factors and conditions that lead to it occurring in the first place. It sets out the case for change and the means to deliver it. This strategy will provide renewed drive to our work, and will ensure our collective energy is focused on making Lambeth a safer place for children and young people to grow up. I endorse 'Lambeth Made Safer' and offer my personal commitment to contribute to the collective leadership required for it to succeed in delivering the outcomes that all our young people deserve, namely a safe and happy future.

Merlin Joseph, Strategic Director of Children's Services



Listening to our local communities and responding to community needs will increase public confidence in the Met, and other institutions, will lead to a more diverse police service, and will mobilise communities and partners to create a safer Lambeth for all our children and young people to thrive. ”

Colin Wingrove



Throughout my police career I have seen the devastating impact of serious violence between young people. Police officers and staff witness and respond to the immediate danger it presents, as well as the aftermath and trauma experienced by victims, families and communities. Each time it renews our determination to make a difference and keep young people in Lambeth safe.

Policing alone will not end the cycle of violence or tackle factors driving violent crime. For example, we have seen significant work between Lambeth police, the council and communities in tackling illegal drug markets and removing dangerous individuals who exploit children from our neighbourhoods. This activity improves safety, but to eliminate violence we need to identify the root causes and deliver earlier interventions.

A long-term partnership approach is therefore needed. One which tackles the deep-rooted and ingrained social and economic problems, addresses inequalities and the disproportionate impact of serious youth violence affecting some communities more than others. This strategy sets out that long-term collaboration, your local police alongside Lambeth Council, our schools, our NHS, our fire brigade, our probation services, and places our communities at the heart of all we do.

Chief Superintendent **Colin Wingrove**, Metropolitan Police

1 Introduction and context

1.1 In 2018 Lambeth Council and our partners committed to tackling violence affecting young people through the development and implementation of our Preventing Serious Youth Violence Programme. This revised strategy builds on the work we have carried out to date and incorporates the work we have done together to listen to young people and our community and act on their views and feedback. It will realise our long-term ambition of ensuring young people, families and communities do not suffer the tragic consequences of violence against young people.

1.2 We know that young people in Lambeth suffer violence far more than most boroughs. We also know that the burden of this injustice falls unequally on our Black communities and affects far more Black children and young people than other groups. This violence ruins the lives of young people and their families, despite many attempts to reduce it.

1.3 We are also building upon the work and learning that took place before 2018: the Youth Violence Commission in 2009, the efforts of Young and Safe in 2010, the Equality Commission in 2017, and all the work that has taken place in Lambeth through residents and third sector groups over a number of years. We know that a completely new approach is needed, built on the Public Health principles of long-term solutions. Over the next 10 years we commit to create and deliver solutions to tackle the drivers of crime with and alongside our residents and other partners.

1.4 This strategy is the first of its type for Lambeth. It is developed from the ground up, strengthened and informed by the voices of our communities, the work of Lambeth's Public Health team and the research we have done, not just in London but elsewhere in the UK and worldwide, to identify what works and what doesn't work to make communities safer. It continues to be shaped by the views and voices of young people, youth workers and parents from across Lambeth and we thank them for their ongoing commitment and support.

1.5 The Covid-19 pandemic has further exposed racial and wider inequality in our society, and its enormous impact on the physical and emotional wellbeing of residents in Lambeth. We recognise invisible inequalities, and racism in all its forms (e.g. individual level, institutional racism by organisations), create the conditions that lead to violence. Our strategy will therefore tackle racism by embedding an anti-racist approach to transform community safety in Lambeth.

1.6 Since starting this journey, we have improved our services in many key areas. For example, how we offer support to those affected by a critical incident, improving and embedding our early help services in the communities they serve and enabling our children to learn and thrive in schools. Residents have told us they want more of this, but that they also want to see us increase the pace and breadth of the work we do. They also need to be more involved in the creation, delivery and evaluation of those services. We have sought to involve as many people as possible in addressing

violence against young people in Lambeth, with work including bringing young people together to generate ideas about how to address the problem. For example, more than 500 young people responded to a survey on youth violence; and third sector groups such as Black Thrive and Juventis supported us to engage with communities and the voluntary sector to inform our work plans and programmes. We have tried to make sure many voices are heard but we know we must do more.

Through our research, engagement and consultation, the people of Lambeth have said they want to see:

- Real community leadership and participation: statutory agencies empowering the residents they serve to help them to tackle violence
- More flexibility and a willingness to take risks: we should be honest and open when things don't work, and to work with communities to fix them
- A recognition of the need to acknowledge and address decades of structural racism that has contributed to violence against young people.

1.7 This strategy aims to set out clearly, for the first time, our vision, goals, priorities and to make Lambeth one of the safest places in London for young people and young adults. Community views have been put at the heart of our intentions and commitments. The strategy is alive and dynamic it not set in stone. It is a roadmap for our work, not a rulebook. It will be changed and reviewed as we all work together to reduce violence against young people, ensuring a Lambeth made safer.

Vision

▶ We will make Lambeth one of the safest places in London for children, teenagers and young adults.

Goals

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

Priorities

- ▶ To develop and implement our new approach to community engagement and participation
- ▶ To identify, acknowledge and address structural racism
- ▶ To develop and embed a whole system approach to preventing violence against young people.



We will
make
Lambeth
one of the
safest places
for children,
teenagers
and young
adults
in London
by 2030.



2 Vision

2.1 Our vision is clear. Over the course of this 10-year strategy, we will make Lambeth one of the safest places in London to be a child, teenager or young adult. Although a challenging aspiration, we believe that this is achievable if we work together, focus on the things we want to change and ensure that everything we do stays true to this vision.

2.2 It is important to say that at the core of this strategy is the idea that **WE** means everyone. Our vision means young people, families, statutory agencies, communities, charities, faith-based organisations, businesses and everyone across Lambeth are all working hand in hand to make change happen. Only by working together can we make our borough safer in the long term.



3 Goals

3.1 Our goals outline the essential things we are trying to achieve to realise our long-term vision. Our goals are the key things we will measure to demonstrate progress and to show success.

We will reduce the number of young people who are victims of violence

3.2 We will reduce the number of young people who are victims of violence every year, year on year. We will measure this through police data and hospital admission data.

3.3 We will also reduce the severity of violence in Lambeth. Violence which involves weapons (such as guns and knives) tend to have a greater impact on a young person, their family and community than other violence. We will reduce the use of weapons and the need for young people to feel safe by carrying a weapon.

We will reduce the number of young people involved in the criminal justice system

3.3 We know that once a young person enters the criminal justice system, their long-term life prospects are often diminished, and they may become more vulnerable to getting involved in further crime. Young people involved in criminal activity make up a large percentage of incidents of violence towards other young people and are often victims themselves. Equally, young people who have become involved in risky activity and

crime are often exploited by older people to commit further crime and acts of violence.

We will address the root causes of serious youth violence

3.4 It is not enough to target violence affecting young people on its own. We also need to address the fundamental root causes that make young people vulnerable to experiencing and/or committing acts of violence. Root causes such as structural racism, social and economic inequality and disproportionality must be addressed if we are to realise our ambitions. We need to deliver long-term change with our residents and communities to prevent future generations from experiencing the trauma caused by these incidents of violence. This includes areas such as creating inclusive learning environments in school and community settings; providing the right support for parents who may be experiencing challenges; reducing domestic violence in the household; supporting the emotional health and well-being of our communities, and other key issues. Our success must be measured not only in reducing violence in Lambeth now, but also in preventing it from happening in the future as well.

3.5 We will reduce the number of young people in the criminal justice system. We will both reduce the number of young people committing crime for the first time and reduce the offending behaviour of those already involved. We will do this by preventing young people being drawn into violence and providing better services for those already involved.

4 Priorities – what we must do in the next two years

4.1 A significant amount of work is taking place across the different parts of the strategy, tackling many key areas and concerns. However, there are three actions that we must take now if we are to achieve our goals and realise our vision. These apply across the entire strategy and are vital for the success of this work.

We will build a new community partnership

4.2 We will develop new ward-level community engagement mechanisms over the next 12 months which will be led by the elected members who represent their communities. The new approach of Lambeth Made Communities will bring together residents including young people, councillors, third sector groups, our local police, businesses, and local MPs to address community safety issues. Through building resilience Together, we will reduce crime and make Lambeth safer. This partnership will enable the voice of local people to be heard, especially those who we have struggled to hear before. It will ensure the views and experiences of communities drive the changes we are committed to achieving.

We will tackle racism and embed an anti-racist approach, building equity across all communities

4.3 Now more than ever it is vital we focus on discrimination and the racism which underlies so much of what happens nationally as well as in Lambeth. But this must go beyond words to show our commitment to making our work truly anti-racist. We must deliver on this promise. Therefore, we commit to:

- Working with Black Thrive and other key partners to help train our staff and ensure our work is tackling discrimination, reducing inequity and the trauma caused by the exposure to different forms of oppression
- We will embed an anti-racist approach not only in our work but in the evaluation of our work – we will work with communities to measure our success. We aim to make a positive impact on the experiences of our Black African and African-Caribbean communities as well as other groups who are targets of racism and other forms of prejudice or discrimination
- We will review every piece of work we are currently delivering or committed to deliver to ensure that it tackles racism where it can and does not feed into existing inequalities
- We will work to identify, acknowledge and be open to listen and learn about how racism shapes communities/people's day-to-day lives and their experiences of our services. We will be honest where we have failed in the past and will demonstrate our commitment to tackle racism by using the levers we have to make changes to our policies and practices, to develop our workforce and to influence our partners to work towards becoming anti-racist. We will use our new community partnership to listen to our communities and work with them to create an environment that is genuinely inclusive.

We will develop and embed a whole system approach to preventing youth violence

4.4 Over the last year much work has taken place to address immediate gaps in our services and to improve what we do for those most vulnerable right

now. But we must work with families, communities and our partners to create an environment where young people are protected from violence in all its forms e.g. peer to peer, domestic abuse etc.

We commit to working with communities, education, health and care providers, local police and other agencies to put prevention at the heart of the next round of project development. This aims to focus on the structural barriers that limit the life chances of our young people. For example, improving access to a high quality and inclusive education, providing opportunities to find good work, opening access to secure and quality housing, giving culturally appropriate support for physical and emotional health, or supporting families who may be struggling or are experiencing vulnerabilities and so on.

We recognise and value the need to take a long-term approach to prevention and see this as essential to stopping the violence permanently in Lambeth.



5 Our principles – what we believe

5.1 Our principles show who we are and what we believe. They are the values that underpin everything we do now and plan to do for the future. We commit to putting these at the centre of every project and piece of work we do.

Putting young people and communities at the heart of all we do

5.2 Our communities must be at the centre of everything we do. Statutory agencies and the third sector cannot tackle this problem alone, and not every solution lies with professionals. We must ensure that our diverse communities are involved at every stage of the strategy development, delivery and evaluation. Only by listening to, supporting and working with our communities in a new way can we make the long-term change in Lambeth we all want to see. We will work together with young people and communities as partners in both identifying challenges and priorities and determining and implementing solutions. This includes groups we have struggled to listen to before, young people themselves and their families and the different neighbourhoods that make up Lambeth.

Equity

5.3 We recognise the impact inequality, disadvantage and injustice of all kinds plays in perpetuating youth violence. Decades of inequity, racism and discrimination have resulted in worse life chances for Black African and African-Caribbean families. We also know that other forms of inequality have a bearing on young people's exposure and vulnerability to experiencing or becoming involved in serious youth violence. Wider social and economic factors, inequality affecting young people with special education

needs and disabilities, young people in care or leaving care who do not receive adequate support, or when the system does not work effectively together to prevent girls and young women becoming vulnerable are all factors that require consideration and action when seeking to tackle violence against young people. Our strategy is therefore underpinned by the principle of equity – the concept of fairness and impartiality – and a commitment to challenge inequality in all that we do. Equity doesn't mean adopting a 'one size fits all' solution – it means some groups might need additional support to have access to equal opportunity.

Honesty

5.4 We must be honest with ourselves and our communities. We must acknowledge past mistakes and where things haven't worked, and be willing to work with residents, partners and communities in a way that allows for truth to be spoken and for us to listen. We must build relationships that are based on honesty and trust. Equally, we must be willing to share information and work far more openly than we have done before. We need to share our data and intelligence, and work with communities in a transparent way.

Accountability

5.5 We need to be more accountable and visible to the communities we serve. If we are to truly work with our communities in a new way, we must be willing to share where things work and don't work and be visible in those communities to build trust and participation. We must celebrate success and learn from mistakes in a way that

involves residents and young people, particularly those in the communities most affected such as the Black African and African-Caribbean communities.

Evaluation and learning

5.6 Learning what works to benefit Lambeth communities is key to the long-term success of this strategy. This includes understanding whether and how the strategy benefits residents in different ways including based on race, gender, sexuality, neighbourhoods, different socio-economic groups and so on. This learning must be done fairly and independently of the statutory partners but in collaboration with young people and communities. Most importantly, it must be tied to the lived experience of our Black African and African-Caribbean communities. The evaluation needs to embed an anti-racist approach and involve those communities to the same level as the rest of the strategy. This includes ensuring that the evaluation includes experts and those whom can speak to the experiences of the Black community in Lambeth.

5.7 This will be part of a culture of learning and evaluation which we will embed throughout our work. We must be willing to scrutinise ourselves and be scrutinised by our communities to make sure that what we do makes a difference in people's lives with noticeable change and impact. This principle relies on the following to be effective. Putting our communities at the heart of our work, identifying and tackling racism, being honest with our work and transparency and accountability are all necessary to make sure we measure success and failure properly and learn from what we do.

Our commitments



INTERVENE EARLY AND PREVENT

Lambeth will be one of the safest places in London for children, teenagers and young adults because communities and services work together to prevent youth violence by building on and developing the local awareness, capacity and resilience to do so.

DISRUPT AND DETER

Lambeth will be one of the safest places in London for children, teenagers and young adults because communities and services work together to deter young people and adults from perpetrating violence and disrupt individual and group activity associated with youth violence.

EDUCATE AND TRAIN

Lambeth will be one of the safest places in London for young people because they will feel heard and empowered to make positive choices in their education, employment, training and relationships.

RESPOND AND SUPPORT

Lambeth will be one of the safest places in London for children, young people and young adults because services and communities will work together to support those who may be affected by youth violence.

ENGAGE AND INVOLVE

Lambeth will be one of the safest places in London for children, teenagers and young adults because communities are actively and fully engaged in identifying and implementing solutions to address youth violence.

SAFE SPACES

Lambeth will be one of the safest places in London for children, teenagers, and young adults because we work together to ensure our environment and our public spaces are safe and free of crime.

6 What young people and communities have told us



Past or current verbal abuse causes people to react in a certain way... It acts like a virus that affects others. ”



they have told us...

6.1 We are determined to do all we can to break the cycle of violence that devastates the lives of individuals, families and communities. We will do so by listening to what young people and communities tell us about their experiences, together with their views about what will prevent violence against young people in the future. We will also learn from and act upon the lived experience of those affected by youth violence and the successes and failures of those who continue to strive to prevent it.

6.2 Recent community engagement activity tells us that many young people feel that the following issues continue to contribute to incidents of serious youth violence in Lambeth. This engagement included us speaking to more than 550 young people earlier this year in one of the widest ranging exercises of this nature we have ever conducted as a council.

Causes of youth violence

6.3 Young people told us that the following issues contributed to violence against young people:

- the need for self-defence and protection from other groups of young people that may cause harm
- stress, anxiety or poor mental health
- the impact of trauma, such as domestic abuse and family disruption
- lack of things to do for young people like youth clubs, sports, music.

6.4 Young residents also told us that they believed more could be done to prevent youth violence through education in schools, colleges and youth clubs and the delivery of community and relationship building events. Other key issues identified included:

- **Treating young people fairly:** the way young people were treated based on their physical appearance including the perceived targeting of young Black people which was described as unfair
- **Increased support for young people:** the need for our local police to support young people both to prevent youth violence and provide support after incidents
- **Building trust and confidence in our local police actions:** training in dealing with issues on the streets and also in communicating with young people in an empathetic manner would be helpful in preventing youth violence.

6.5 Feedback from recent community engagement activity tells us that the following are also significant issues for us to address and views to consider:

How young people are perceived and how families have been impacted by youth violence

- Negative perceptions and fear of young people
- Discrimination experienced by young people
- The impact of loss because of serious youth violence and the impact this has had on families and communities.



If you don't constantly mention violence to young people, they become less intrigued."

The root cause of the problem

6.6 The things young people have told us that they feel are root causes of serious youth violence:

- Exclusion of young people from school, both permanent, temporary and off-rolling
- Lack of support for young people who wish to focus on vocational learning
- Deficiencies in mental health services and cuts in services
- Poverty, financial difficulties and lack of job opportunities
- Peer pressure, gang culture, the drugs trade
- Family problems.

“
Let young people
know the risk
involved and how
things can affect
them when they
are older. You can
have a criminal
record for life.”

they have told us...

The things young people have told us need addressing to enable them to thrive

6.7 What is needed for young people to thrive:

- Listening to and building relationships with young people
- Strengthening and actively building a sense of community, providing love and care to young people, and providing peer mentors and role models
- Involving young people in decision making.

6.8 Things that can be done together with young people to reduce youth violence:

- Providing safe activities and spaces for young people
- Providing job and opportunities, adequate support from schools, childcare and parental support and services which look after the whole person.

6.9 In addition, learning from the impact of incidents of serious youth violence both locally and nationally tells us:

- Boys from Black and Minority Ethnic backgrounds appear to be more vulnerable to harm from criminal exploitation
- Being excluded from mainstream school can act as a trigger point for coming to serious harm
- The importance of tackling domestic abuse and violence, which overlaps with violence affecting young people

- Trusted relationships between staff and young people are essential for effective safety planning, and ensuring that unconscious staff bias is not preventing effective vulnerability assessment
- The importance of responding at the 'critical moment'. This is the moment when young people are likely to be at their most vulnerable and therefore most receptive to receiving help and support, and where our strategy might have the greatest impact
- The importance of parental engagement as a primary protective factor
- The importance of disrupting perpetrator activity, including criminal exploitation
- The need to focus on engaging Black boys, for example through positive role modelling, but combining this with recognising and addressing the ways in which organisations, people and processes embed racism in society
- The importance of understanding lived experience and history. Understanding relationships with family, friends and professionals of children and young people who may be at risk of serious youth violence and how these shape their world.

6.10 This strategy is informed by ongoing consideration of what you have told us needs to change in order to eradicate violence against young people in Lambeth. It is shaped by the experiences of young people, young adults, families and communities. It is also underpinned by our ongoing commitment to learn from the tragic cases where serious injury has been caused and lives lost because of violence, as well as our focus on prevention.

they have told us...

Covid-19 and young people

6.11 The Covid-19 pandemic has had – and will continue to have – a massive impact on the lives of young people and has disproportionately struck Black and Minority Ethnic communities. Young people have shown great courage and resilience in the face of a disease which is interrupting their educations and putting their futures on hold. Many vulnerable children who no longer have the stability that educational institutions and workplaces provide could find themselves at risk of criminal exploitation or becoming the victim of violence.

Helping young people with their mental health has been a key part of Lambeth's response to the pandemic. According to a survey we carried out over summer 2020 of more than 100 young people, over a quarter of 11-17-year-olds reported that they had experienced moderate to severe levels of anxiety during lockdown.

Securing a safer future for our children, who are facing a completely different set of anxieties than experienced by previous generations, is our key concern. Young people told us that lockdown left them worrying for their future: about falling behind at school; achieving the grades they needed at exams; whether they would be able to go to university; about getting a job; financial uncertainties and wider family pressures.

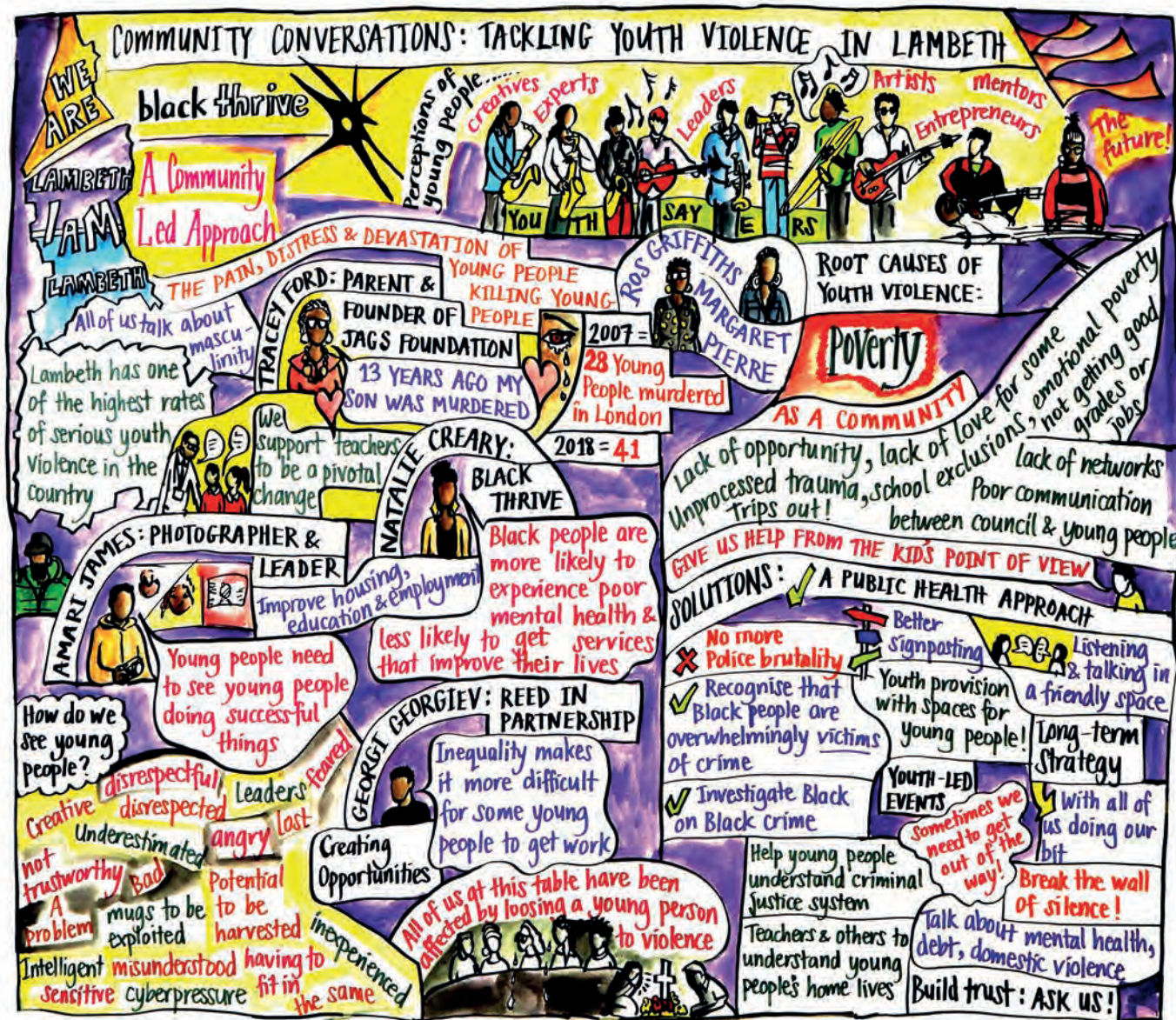
More than half of the young people surveyed were concerned in some way over what their lives would look like after lockdown ends, with Black and Minority Ethnic residents more likely to be worried – 59% against 35% of non-Black and Minority Ethnic residents.



The depiction of young people in the UK media, particularly young Black boys, perpetuating harmful stereotypes and sensationalising the crime epidemic, making other young people scared and causing them to turn to carrying knives as a perceived form of protection.”

they have told us...

During consultation for this document over the last two years, hundreds of residents and community groups have had their say on youth violence in Lambeth. This illustration captures the key issues that they identified.





How we will achieve change

Our Public Health approach to violence

7.1 This is a different way of looking at the issue of violence against young people. It means understanding that violence is preventable, that it is a result of a wide range of influencing factors and will need a long-term plan to bring about lasting change. The most important part of this is working with our local community, as they are the ones who are directly affected, have lived experience of the challenges and know what is likely to work to reduce violence. It is important that we note that we will be implementing the Public Health approach through an anti-racist lens. The Public Health approach and anti-racism are not separate approaches. They complement each other to make our work more effective at tackling the root causes of violence.

7.2 Public Health is about acting to improve the health and wellbeing of all residents in a community, by preventing health problems, reducing risk factors for illness and injury, improving the accessibility of services, and ensuring all of these things are done fairly and not excluding specific groups in the population. A big focus in Public Health is on evaluation and doing things that are based on good evidence that they will work in this setting.

7.3 We will also:

- Look at the problem and understand the issues using local lived experiences of residents and communities who are most affected by violence, and supporting data

- Look at what has been tried in other places and what worked or didn't work, and for who has been most affected by violence
- Try new ideas for services or interventions with different partners and residents themselves
- Make long term plans for activities, to see what works best in Lambeth
- Review these and make changes as needed.

7.4 Places which have employed a Public Health approach to violence have reported reductions in violence. We have put the Public Health approach to violence at the heart of this strategy because it focuses on fairness, evaluation, developing ideas for change with residents, and using interventions which are based on the highest quality evidence that they work.

7.5 This approach is not all new but looking at youth violence in this way is new to Lambeth and London. Having a strong focus on information means that we can measure the impact of our activities and will know whether our actions are working to improve outcomes for young people.

Why are we following this approach?

7.7 The Public Health approach has been used across the world with good results. After a Public Health strategy against violent crime was launched in 2005 in Glasgow, Police Scotland saw a decline of 69% in recorded incidents of handling an offensive weapon over the next decade.





achieving change...

Achieving the change required

7.8 We will achieve our goals by following three simple principles throughout our work:

- **Stopping serious youth violence before it happens:** we will focus on activity that has proven impact in preventing serious youth violence
- **Limiting its impact when it does happen:** we will focus on activity that supports and protects those involved and limits escalation
- **Supporting young people to move away from violence where necessary:** we will focus on activity that enables those who may become involved in youth violence to step away from the danger they face and may present to others.

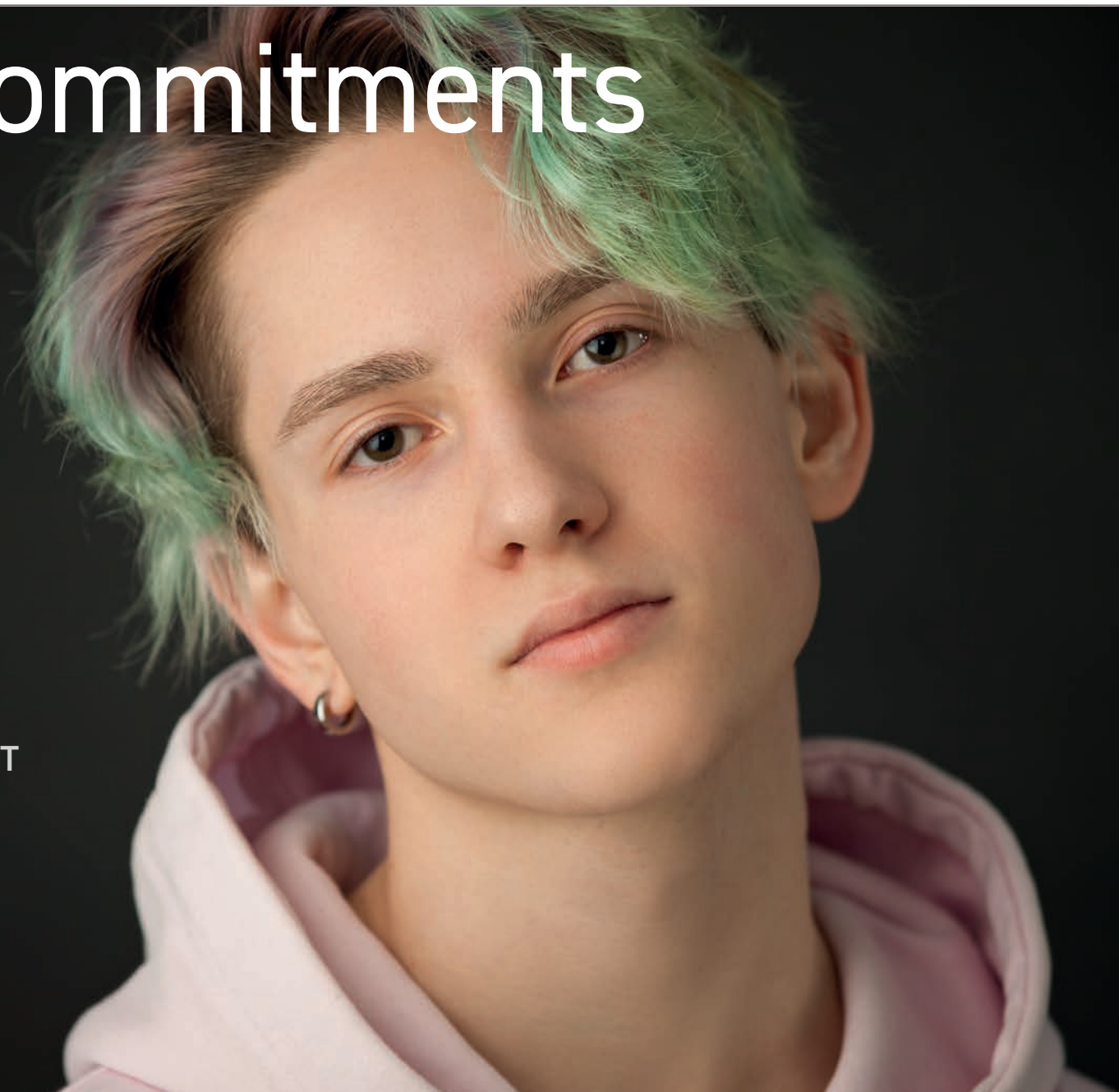
7.9 We will deliver against these principles by ensuring we:

- Intervene early to prevent serious violence occurring in the first place
- Disrupt and deter young people and adults from perpetrating violence and disrupt individual and group activity associated with youth violence
- Create the conditions where young people are empowered to make positive choices in their education, employment, training and relationships
- Respond swiftly to support those who may be at risk of or affected by youth violence
- Create, develop and maintain environments and public spaces to enable safety and prevent crime
- Ensure young people and communities are fully engaged in designing and delivering solutions to violence against young people.

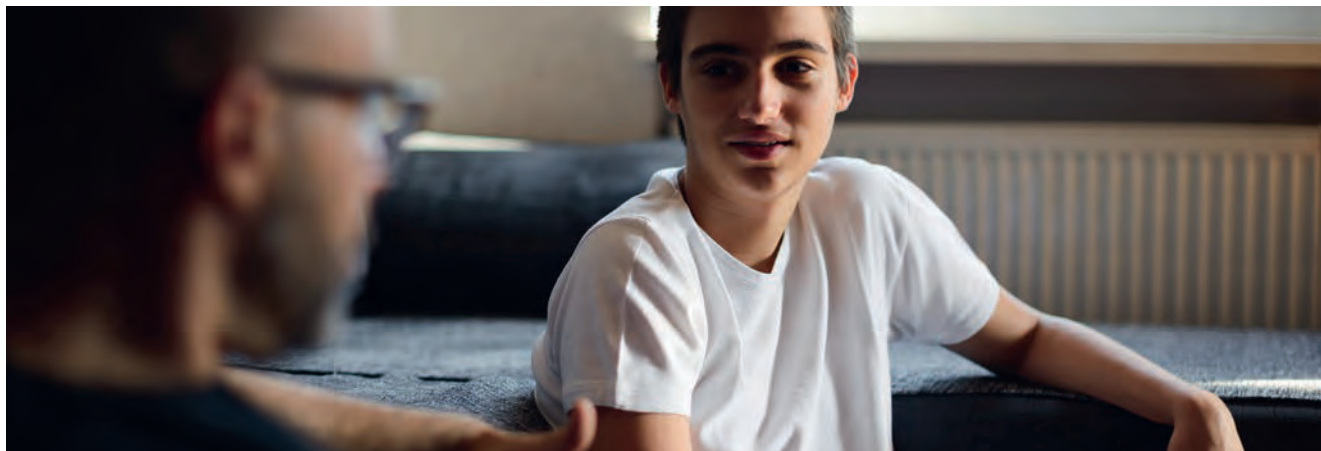


Our commitments

INTERVENE EARLY AND PREVENT
DISRUPT AND DETER
EDUCATE AND TRAIN
RESPOND AND SUPPORT
ENGAGE AND INVOLVE
SAFE SPACES



INTERVENE EARLY AND PREVENT



8.1 Our commitment: Lambeth will be one of the safest places in London for children, teenagers and young adults because communities and services work together to prevent youth violence by building on and developing the local awareness, capacity and resilience to do so.

We will do this by



► Ensuring that all children have the best start in life with a particular focus on those who may be at risk of poor outcomes

► Understanding and responding to the past and current experiences of children, young people and families

► Identifying risk and supporting and keeping young people safe through their adolescence

► Supporting children and young people to be safe from and recover from domestic abuse

► Building upon local communities' strengths and resources to further develop preventative and supportive responses to youth violence.

We know that

Early childhood experiences have a significant impact on a person's life. We also know that serious youth violence can be prevented by ensuring all children have the best start in life and that they and their communities are supported to develop the means to identify and safely negotiate risk throughout their journey to adulthood.

What you have told us

Young people have told us we need to:

- Address concerns about domestic violence
- Provide easy to access support for parents
- Offer life-saving skills.

Source: Awayday YP engagement summary

Young people want more engagement from their communities, both among their peers and adults in countering SYV, rather than it being left to council staff and stakeholders. One respondent said: "Take part in more community engagement activities, be where young people are at! Don't be so afraid to TALK." Key influencers such as parents, faith groups, youth workers and community centres should be vigilant before and after school about the risks of SYV, and should link stories of Lambeth into how they discussed the issue: "Lambeth is so diverse and there are so many victims that could tell their stories to secondary school kids. But what happens is that a person who can't relate makes an assembly and it doesn't make a difference."

Source: Young People's Survey Feb 2020

Community representatives have said we should:

Strengthen communities. Listen to and build relationships with young people. Actively build a sense of community and provide love and care to young people. Provide peer mentors and role models.

Source: Community Conversations January 2020

INTERVENE EARLY AND PREVENT

FROM COMMITMENT TO ACTION

Actions will include

- ▶ Adopting an anti-racist approach to all we do
- ▶ Developing and embedding a whole system approach to preventing serious youth violence
- ▶ Developing practice which increases attachment and positive health outcomes for children under five so that they have the foundations they need to lead a happy and safe life
- ▶ Increasing multi-agency and community confidence in supporting children and families who have experienced trauma. Ensuring those working with children and young people receive appropriate support with particular regard to the negative impact that racism has on communities, children and young people
- ▶ Improving informal learning opportunities for our young people, through the development of our new youth strategy which will review assets, delivery and commissioning arrangements of our youth provision and ensure our provision is evidence-based, focused on prevention, linked to the community and based on need
- ▶ Developing our peer and community support networks.



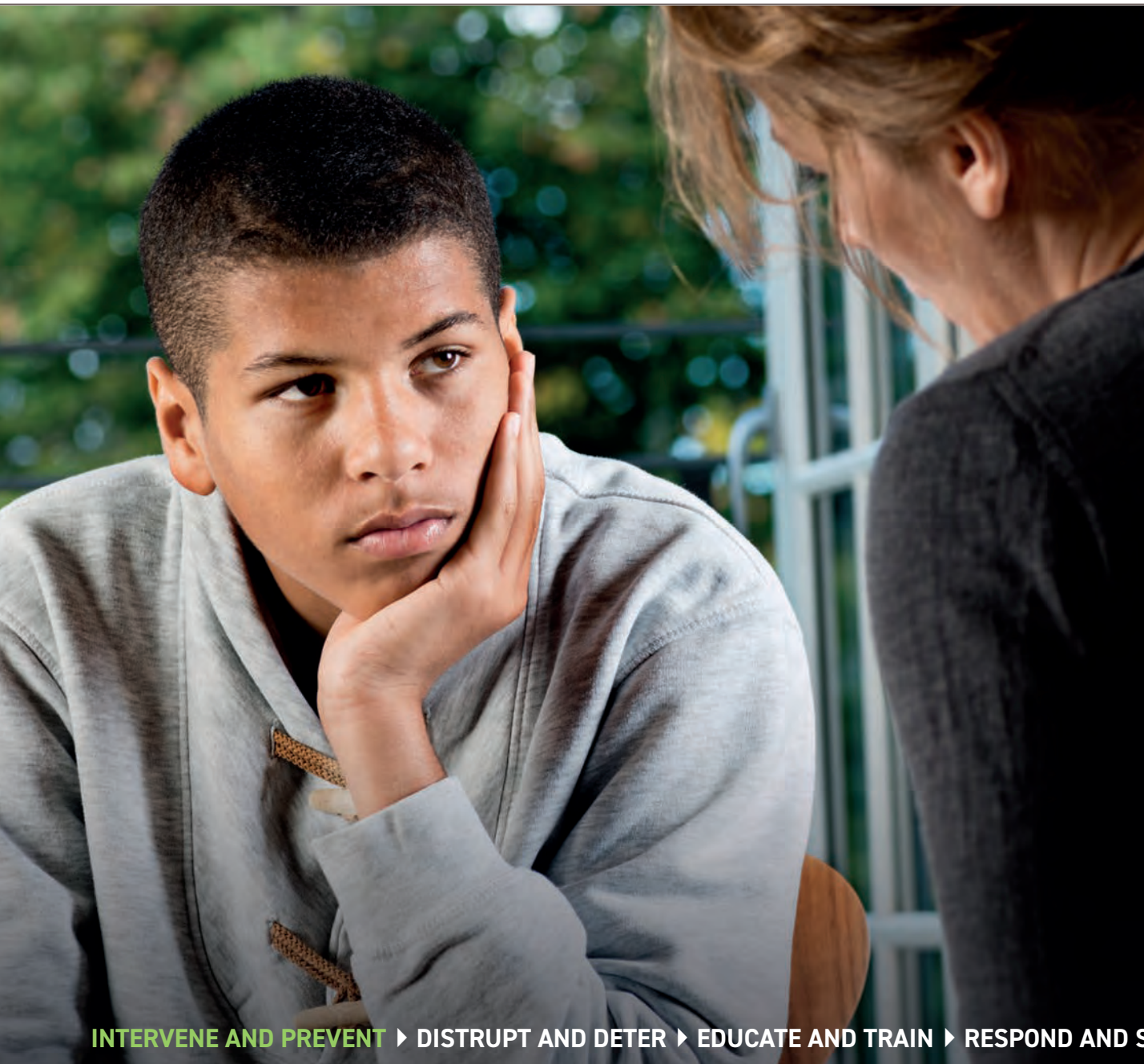
FROM ACTION TO OUTCOMES

The outcomes we will work towards will include

- ▶ We will reduce the number of Black young people and young adults who are disproportionately impacted by serious youth violence due to structural racism
- ▶ Children will have what they need in their early years to progress positively through their childhood into adolescence
- ▶ The number of young people impacted by serious youth violence will be reduced because they have developed the skills, knowledge ability and

awareness to safely negotiate risks associated with the teenage years

- ▶ Children and young people will be safe from the impact of domestic abuse
- ▶ Serious youth violence is reduced because communities are supported to identify and resolve risks associated with youth violence
- ▶ Our work will positively affect the outcomes of all children and young people living in Lambeth, with particular regard for Black children, young people and young adults impacted by youth violence
- ▶ Young people, young adults and communities from all neighbourhoods in Lambeth will feel safer.



OUR WORK IN PRACTICE

- ▶ The establishment of the neighbourhood based Early Help Model to build resilience and enable serious youth violence prevention in their neighbourhoods
- ▶ The introduction of the Strengthening Families, Strengthening Communities Programme to promote happy families, improve parent-child relationships and better connect and inform parents to support children to develop healthy relationships
- ▶ The introduction of the Street Doctors Programme. The project provides a safe space to explore attitudes to violence, including its true medical consequences. By highlighting the death and significant injury associated with violent crime, Street Doctors also help to discourage young people from carrying weapons in the first place. It also enabled participants to learn vital emergency first aid skills to help them to respond with confidence and effectively deliver simple first aid which can and does save lives.

DISRUPT AND DETER



8.2 Our commitment: Lambeth will be one of the safest places in London for children, teenagers and young adults because communities and services work together to deter young people and adults from perpetrating violence and disrupt individual and group activity associated with youth violence.

We will do this by



- ▶ Improving trust and confidence in police actions with a focus on stop and search activity
- ▶ Enabling safe and crime-free transport by identifying issues and working with agencies to limit illegal activity and behaviour around transport hubs
- ▶ Tackling exploitation by working with services, partners and communities
- ▶ Stopping access to weapons by working with partners, communities and businesses to identify and disrupt distribution
- ▶ Disrupting the drugs market by identifying and targeting trafficking activity and deterring those who may be involved in drug dealing
- ▶ Undertaking enforcement and protection activity.

We know that

We know the importance of disrupting activity which contributes to serious youth violence and how deterring perpetrators can save lives. We also know that trust and confidence between agencies, communities and young people is key to being able to limit activity which may lead to violence. Engagement with our communities is essential to policing by consent and ensuring that we can take action against those who cause the most harm.

What you have told us

As part of the preparations for the Lambeth Made Safer strategy, we conducted a survey at the beginning of the year of more than 550 young people aged between 10 and 25. In one of the largest listening exercises ever undertaken by Lambeth, we asked for their views about serious youth violence: their personal fears of it, what they thought the causes of it were, what they thought should be done about it and how they felt we had previously dealt with it as a council. Their answers have provided a bedrock of this strategy document and helped to shape our thinking on key issues.

Young people have told us we need to:

- Reduce unfair treatment and negative stereotypes of young people, particularly Black people
- Reduce focus on low-level crime
- Build trust and better community relations
- Offer support and guidance and provide better training for the police
- Build trust around stop and search practice
- Have more joint activities for young people and our local police.

DISRUPT AND DETER

FROM COMMITMENT TO ACTION

Actions will include

- ▶ Adopting an anti-racist approach to all we do
- ▶ Working with young people and communities to build increased confidence, trust and fairness in the stop and search process
- ▶ Working together to deter young people and adults from perpetrating violence and disrupting individual and group activity associated with youth violence
- ▶ Disrupting the patterns of youth violence by interrupting the activities of perpetrators and inhibiting the grooming and targeting process
- ▶ Developing information-sharing protocols to address 'county lines' activity
- ▶ Creating a drugs market disruption strategy.



FROM ACTION TO OUTCOMES

The outcomes we will work towards will include

- ▶ We will reduce the number of Black young people and young adults who are disproportionately impacted by serious youth violence due to structural racism
- ▶ Young people, young adults and communities, will have increased trust and confidence in police actions because they are seen to be culturally informed, proportionate and effective
- ▶ We will reduce the number of young people and young adults impacted by exploitation because communities and agencies will work effectively together to identify and prevent the targeting and grooming process
- ▶ Young people and young adults will be less impacted by serious youth violence because actions designed to disrupt and deter criminal activity have been effective
- ▶ Young people and young adults in Lambeth will feel safer in their neighbourhoods.



OUR WORK IN PRACTICE

► Working in partnership with the National Crime Agency and the UK Border Agency to identify and intercept weapons and weapon parts that are distributed via the 'dark net'. Through doing so, they are able to target distributors and intended recipients and work with partners to prevent incidents of youth violence that could occur as a result

► Our local police are working with organisations such as Black Thrive, our independent advisory group, our schools and youth groups to improve stop and search interactions so they are proportionate, professional, culturally sensitive and accountable to our communities

► Police officers from the exploitation team to work with the proprietors of hotels and bed and breakfasts to raise awareness of child exploitation and monitor settings for risks and concerns

► Transport police, council officers and council street wardens run operations which use drugs dogs and knife arches to detect people entering Lambeth transport links carrying weapons and drugs. This gathers intelligence as to who is entering Lambeth intent on being involved in distributing drugs or committing violent acts.

EDUCATE AND TRAIN



8.3 Our commitment: Lambeth will be one of the safest places in London for young people because they will feel heard and empowered to make positive choices in their education, employment, training and relationships.

We will do this by



▶ Enabling children and young people to achieve the educational standards they need to reach their goals and reduce inequalities

▶ Empowering children and young people to develop and sustain safe and healthy relationships

▶ Supporting children and young people to develop the knowledge, skills and abilities to secure and maintain employment

▶ Ensuring children and young people have the opportunities to access and sustain participation in an

inclusive learning environment

▶ Facilitating the inclusion of children and young people at risk by nurturing their talents, gifts and skills with a particular focus on disproportionality.

We know that

We know the major role education and training plays in the prevention of serious youth violence. Enabling all children and young people to achieve the educational standards they need to reach their goals and reduce inequalities is central to achieving our vision. Supporting young people to have the aspirations and ability to progress into sustained employment and training is also key.

We are also aware of how exclusion can impact on outcomes, the importance of a positive transition from primary to secondary school and the part the recognition of and culturally informed response to trauma plays in preventing poor outcomes.

What you have told us

What young people have told us that:

- In some cases communication between teachers and students could improve
- They have concerns about exclusions in the borough
- They would like improved mental health provision
- They believe better education is key to stopping SYV.

Source: Young People's Survey 2020

Communities have said we should:

- Address the exclusion of young people from school
- Increase pastoral support and support for non-academic students
- Address gaps in mental health services
- Address poverty, financial difficulties and lack of job opportunities for young people.

Source: Community Conversations Jan 2020

EDUCATE AND TRAIN

FROM COMMITMENT TO ACTION

Actions will include

- ▶ Adopting an anti-racist approach to all we do
- ▶ Working with our partners in health and education to provide every school in the borough with training on how to support young people who have experienced trauma and provide free, confidential counselling for students aged 11-16
- ▶ Continuing improve the outcomes for all students in particular those groups who are not achieving their potential
- ▶ Actively supporting all schools to introduce relationships education
- ▶ Continuing to focus on the reduction of exclusions and the provision of support for those who are excluded
- ▶ Exploring new ways to engage young people in their learning and creating inclusive learning environments. Further reduce the number of young people who are not in education, employment and training
- ▶ Increasing the number of opportunities for apprenticeships by improving our offer and work in partnership to increase the number of job opportunities that are available to under 25s.



FROM ACTION TO OUTCOMES

The outcomes we will work towards will include

- ▶ We will reduce the number of Black young people and young adults who are disproportionately impacted by serious youth violence due to structural racism
- ▶ Young people will be able to negotiate risks associated with serious youth violence because they

will have the knowledge and awareness to do so

- ▶ Fewer young people be drawn into or impacted by youth violence because they have the aspirations, confidence and education to progress and achieve
- ▶ A greater number of young people and young adults will benefit from sustained participation in education, employment or training.



OUR WORK IN PRACTICE

- ▶ Supporting schools to prepare for the introduction of statutory sex and relationship education
- ▶ The introduction of 'Raising the Game' which is beginning to close the attainment gap for Black-African and African-Caribbean students
- ▶ Working with health services to promote Kooth.com counselling services to all young people aged 11-16
- ▶ Working together, schools and partners have halved the number of permanent exclusions in comparison with England, where this number has remained static
- ▶ Reducing the number of young people who are not in education, employment and training.

RESPOND AND SUPPORT



8.4 Our commitment: Lambeth will be one of the safest places in London for children, young people and young adults because services and communities will work together to support those who may be affected by youth violence.

We will do this by



► Identifying and supporting young people and young adults at risk and referring them for additional support where required

► Working with perpetrators to ensure the risks they may pose to themselves or others are addressed

► Supporting victims, ensuring that opportunities for restorative justice approaches are applied where appropriate

► Preventing offending and reoffending through the provision of targeted and specialist support

► Ensuring a swift and coordinated response is provided to serious incidents of youth violence so impact can be limited and escalation and repetition avoided.

We know that

Providing swift, targeted support to those who may be affected by serious youth violence is key to both minimising the impact and avoiding escalation and reducing re-victimisation. We also know that effectively responding to the needs of both victims and perpetrators will prevent and reduce serious youth violence.

What you have told us

What young people have told us we need to do:

- Provide support and culturally appropriate counselling after serious incidents happen
- Offer more tailored support for families and friends
- Provide opportunity to show support through events
- Develop smaller clinics/hospitals to provide rapid support.

Source: Awayday YP engagement summary

What young people want to make them feel safe::

- Counselling should be available to the young person and their parents
- The police should be involved in offering advice and protection
- Young people should communicate their fears and concerns with friends and family
- Schools and colleges should become involved through safeguarding and tutors and mentors. Young people should be empowered through self-defence classes or other clubs.

Source: Young People's Survey Feb 2020

RESPOND AND SUPPORT

FROM COMMITMENT TO ACTION

Actions will include

- ▶ Our work will be informed by the lived experience of young Black people, young adults and communities and we will tackle racism by embedding an anti-racist approach in all we do.
- ▶ Exploring the link between online abuse and violence, and how to support young people better to prevent escalation
- ▶ Continuing to work with our partners to develop our outreach and detached youth work provision so that we engage and work with young people within their own communities
- ▶ Strengthening joint work with victim support and health services by creating clear pathways and joined up responses
- ▶ Improving how we help families and communities after a critical incident
- ▶ Enhancing our collaborative work with schools to support informal and formal learning in relation to serious youth violence.



FROM ACTION TO OUTCOMES

The outcomes we will work towards will include

- ▶ We will reduce the number of Black young people and young adults who are disproportionately impacted by serious youth violence due to structural racism
- ▶ Young people and young adults will feel safe in Lambeth as the associated risks of youth violence will be reduced
- ▶ Repetition or escalation of incidents will be reduced because we have an effective critical response process in place
- ▶ Services and communities will work effectively together to both prevent and respond to incidents of serious youth violence
- ▶ Our work will positively affect the outcomes of all children and young people and young adults living in Lambeth, ensuring all communities in Lambeth will feel safer.



OUR WORK IN PRACTICE

- ▶ The introduction of community youth outreach workers working in partnership with local police, public protection, Early Help and community safety to engage with children, young people and young adults within the community, to provide support, advice and guidance
- ▶ The introduction of a critical incident protocol so those impacted by serious incidents are swiftly supported through emotional wellbeing services and victim advocacy provisions
- ▶ Development of a multi-agency approach to addressing the risks and issues posed by gangs in the borough. This work involves the identification of the impact of gang-related activity, nationally, regionally, and locally. Targeted work includes the gathering of intelligence to inform partnership activity to intervene at a range of levels including work with individuals, families, and communities.

ENGAGE AND INVOLVE



8.5 Our commitment: Lambeth will be one of the safest places in London for children, teenagers and young adults because communities will be actively and fully engaged in identifying and implementing solutions to address youth violence.

We will do this by



▶ Creating a shared approach and culture to community collaboration

▶ Building community resilience through actively engaging with young people and their families within their own communities

▶ Sharing community intelligence that we have gained through our officers and activities within our communities

▶ Developing shared responses with communities to address and lessen the impact of serious youth violence incidents

▶ Increasing community awareness of the services we can offer and the assistance we can give communities to create their own solutions and build resilience.

We know that

We know that the only way to fully address serious youth violence is to understand and effectively respond to the lived experience of young people and communities, with particular regard to the experiences of Black children, young people and young adults impacted by youth violence. We also know that the solutions to the problems of serious youth violence must be determined by and with communities.

What you have told us

What young people have told us we need to do:

- Listen to what they have to say and offer
- Promote and share what is on offer
- Share information and enable them to be part of decision making
- Young people want events and activities that consult them and develop ideas jointly
- They also say that social media should be used to get their feedback.

Source Young People's Survey 2020

Communities have told us:

- We need to rethink our approach to developing, delivering and evaluating our work so that residents are involved at every stage.

ENGAGE AND INVOLVE

FROM COMMITMENT TO ACTION

Actions will include

- ▶ Adopting an anti-racist approach to all we do
- ▶ Using existing informal process of engagement including those in place via youth services, schools and wider community activity to engage young people and involve them in our work to limit the impact of serious youth violence
- ▶ Expanding the Lambeth Made Community initiative and create new boroughwide approach to resident engagement and involvement in the delivery of our Lambeth Made Safer Strategy
- ▶ Establishing a ward-level model to identify issues of concern and help develop joint responses
- ▶ Identifying other means of engagement to secure the involvement of younger people by developing a multi-channel approach which includes school engagement events, online forums and conversations outside of meetings an active presence on social media
- ▶ Establishing a digital platform for the implementation of our Lambeth Made Safer strategy.



FROM ACTION TO OUTCOMES

The outcomes we will work towards will include

- ▶ We will reduce the number of Black young people and young adults who are disproportionately impacted by serious youth violence due to structural racism
- ▶ Communities will be less impacted by youth violence because we have jointly identified what matters most to them in terms of prevention and response and built local skills and capacity to make sustainable change
- ▶ Families and communities will experience a reduction in serious youth violence because community and organisational intelligence is shared to identify issues in advance and help develop a joint response
- ▶ Families and communities will experience a reduction in serious youth violence because a model of shared responses is developed that adds capacity to prevention and complements, rather than replaces, public services.



OUR WORK IN PRACTICE

- ▶ We carried out a variety of engagement activities to inform our serious youth violence reduction programme, including live events such as the Hackathon and the Youth Jam in the Park
- ▶ We conducted the Serious Youth Violence Survey, questioning more than 500 young people aged from 10-25 across the borough in one of the largest listening exercises the council has ever undertaken
- ▶ We piloted a new resident involvement initiative in six wards across the borough. We held online meetings for Lambeth Made Community and launched websites through which residents could draw our attention to issues in their neighbourhoods
- ▶ During summer 2020, we conducted a survey of more than 100 young people to ask them about their experiences during the Covid-19 lockdown.

SAFE SPACES



8.6 Our commitment: Lambeth will be one of the safest places in London for children, teenagers, and young adults because we will work together to plan and build public spaces that are safe and free of crime.

We will do this by



► Providing and developing housing to respond to local needs

► Developing and enabling the use of public spaces and parks including the programming of events

► Tackling homelessness within 18-25-year-old young people

► Improving the quality of the environment on our housing estates and in our town centres including lighting

► Working together to ensure our environment and our public spaces are safe and free of crime and can be enjoyed by all young people

We know that

Places that are well-designed and looked after can reduce violent crime and improve residents' perception of crime, combat stress, increase community pride and benefit physical health. We know that some young people are growing up in poor housing conditions and many are unlikely to be in a position to afford housing locally, and as a consequence will either be forced to remain living with their parents or move away from their families and friends when they enter early adulthood. In these circumstances, young people, particularly those from the most deprived communities, can become demoralised, alienated and frustrated.

What you have told us

- Poor housing contributed to serious youth violence and that overcrowding at home is a risk factor
- Public transport and public spaces are seen as unsafe in some cases
- Home and school or college were considered to be two of the safest locations.

Source: Young People's Survey Feb 2020

What young people have told us we need to do:

- Improve street lighting
- Change bus routes and make them more secure
- Create safer spaces which increase young people's confidence
- Provide more help with housing, including affordable and flexible housing options
- Create more CCTV that works.

Lambeth Made Safer Awayday: Young People's engagement summary

Communities have told us:

- Providing safe activities and spaces for young people.

Source: Community Conversations January 2020

SAFE SPACES

FROM COMMITMENT TO ACTION

Actions will include

- ▶ Adopting an anti-racist approach to all we do
- ▶ Enabling young people to play a greater role in decision-making for improvements to local estates
- ▶ Reinforcing safer design principles within new developments
- ▶ Building new sustainable homes
- ▶ Implementing our CCTV and lighting strategy
- ▶ Applying planning principles for safe high streets
- ▶ Developing activity which promotes civic pride and responsibility
- ▶ Creating digital programmes and projects to engage young people as part of the council's commitment to full fibre connectivity and 5G
- ▶ Developing an early intervention pathway for reducing homelessness.



FROM ACTION TO OUTCOMES

The outcomes we will work towards will include

- ▶ We will reduce the number of Black young people and young adults who are disproportionately impacted by serious youth violence due to structural racism
- ▶ The impact of youth violence on young people will be reduced because they live in environments that

enable them to live and grow up safely

- ▶ Criminal activity on estates will be limited because safer design principles have been applied in their development
- ▶ Opportunities for criminal activity in high streets and public spaces associated with serious youth violence will be prevented
- ▶ Young people will enjoy the places where they live and spend time and will take pride in them.



OUR WORK IN PRACTICE

- ▶ Creating capacity to lead and develop effective youth and young adult engagement throughout the council's housing estates
- ▶ Delivering a rolling programme of improvements to our parks which includes rejuvenated play areas, more fitness opportunities and refurbished sports areas to ensure that parks are a desirable destination for young people
- ▶ Developing safe cycle routes across the borough to provide the option for young people of a healthy alternative to public transport, which has been highlighted as a conflict hotspot for young people
- ▶ Improving the quality of information available for the council and its partners by replacing and transferring CCTV cameras from analogue to digital
- ▶ Building smart homes that are safe and welcoming and ensuring young people have somewhere to live.

9 The difference we will make

9.1 We want this strategy to improve the safety, health and wellbeing of children and young people in Lambeth. The specific outcomes we would like to achieve through this strategy include:

- Reducing the number of young people and young adults who are victims of violence
- Bringing down the number of young people and young adults who enter the criminal justice system, and reduce the negative effects and discrimination against young people through the criminal justice system
- Increasing the number of young people and young adults who are supported to achieve their educational goals
- Seeing a greater number of young people and young adults benefitting from sustained participation in education, employment or training
- That improvements delivered by the strategy positively affect all children and young people living in Lambeth, including Black children and young people
- That young people and young adults from all neighbourhoods in Lambeth will see the improvements listed above, and that all residents feel safer in their neighbourhoods
- That criminal gangs and those who seek to exploit and harm young people will be tackled and stopped.

9.2 In addition, we hope that through the positive improvements in safety brought about by the strategy,

there will be knock-on improvements in the physical and mental health of young people and young adults.

9.3 We will evaluate the strategy; this means checking whether it has been successful. When we do this, we will make sure that we are looking at the right outcomes, by including residents, staff and young people in the process of deciding which outcomes to focus on and how. Because the programme involves public money, it is important that we know what success will look like and how we will know we've achieved what we set out to do.

9.4 We will measure success using a combination of three approaches. First, we want to make sure that the programmes we implement as part of the strategy are being delivered as intended (monitoring and performance management). Next, we want to check that the interventions that are included as part of this strategy are value for money, and have broader value to young people and the community. Finally, we want to assess whether the strategy actually benefits people by improving safety in the community (impact evaluation). In other words, it is about being able to attribute any changes in community safety to the programme (as opposed to other changes which might have occurred at the same time).





9.5 We are in the process of developing an evaluation plan: this will describe how we determine if the process has been successful and for whom. We will create this plan by talking to young people and families, as well as charities and other organisations, to work out what the priorities are for learning about the benefits of the programme.

With local residents, academics and other experts, we will develop a list of key questions we want the evaluation to answer. We will draw together all the different sources of information which may be relevant to answering these questions (such as information which is already being collected, such as on school exclusions, court appearances and hospital records).

We will look closely through all the different available methods for doing the evaluation, to select the ones which we think are likely to be most useful and cost effective. Parts of the evaluation plan could look at:

- using interviews to learn about the experiences of young people and staff delivering the programme, to develop a rich understanding of what was delivered, what it was expected to do and how it was expected to improve community safety

- using interviews with young people and families to understand in depth how the programme affected their lives and how any changes in safety came about
- tracking the number of young people who were victims of violence over time and trying to trace whether this is an effect of the programme or not (for example by comparing with boroughs not affected by the programme or with Lambeth wards in the past, before the programme was delivered). This might involve joining different types of information together, for example healthcare information and neighbourhood data.

9.6 Once finalised, we will commission an evaluation of the strategy which will be a combination of independent research and feedback from our communities and key stakeholders to report back to residents and the council. This reporting stage is important. The evaluation will help us learn:

- which benefits of the programme were short-lived and which were more long-lasting
- which parts of the programme should be highest priority for continued investment
- how we might change the programme as we go forward to increase benefits/eliminate any disproportionate impacts
- learn more about the fairness of the intervention, including differences in impact between ethnic groups, for example.

9.7 Reporting the evaluation is also important to show that any benefits that we have found for the programme are fairly and transparently assessed, that the knowledge we have gained is useful for others (such as other councils), and that we are accountable for the programme.

