

LONDON STRATEGY

2020-2023

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I Executive Summary

This Strategy, developed by the London Co-ordinator and overseen by the Partnerships Manager, aims to expand StreetDoctors reach across the Capital, extending our vital work into the most vulnerable communities.

That means strengthening our London operations, expanding our delivery and grassroots outreach and mobilising our volunteer teams. It will focus on understanding and utilising London's unique landscape to consider how StreetDoctors can best use its teaching model in collaboration with communities, with the aim to build relationships with local leaders and young people in these areas.

This Strategy consists of:

- A clear description of the youth violence landscape and how the Strategy is looking to inform StreetDoctors work in tackling this
- A set of recommendations, pertaining to our database, outreach, grassroots, delivery and our volunteers
- A plan for how to increase reach with grassroots organisations
- A plan to extend StreetDoctors outreach into John Lyons' beneficial area and ensure maintenance of relations in existing boroughs

It has been informed through discussions with partners, grassroots organisations, the Violence Reduction Unit, volunteers, colleagues and other organisations in the Sector. Accompanying this report is a detailed landscape analysis, digital strategy and a series of action plans for partners and volunteer teams. These can be accessed outside of this report.

I.I Why this Strategy is needed

Statistics show that knife offences hit a record high in 2019, 49% higher than in 2011 and a third of all offences were concentrated in London.¹ In general, the UK has seen a drop in knife killings with the number of offences decreasing by 8% however, with a 13% increase, London has been the exception to this.² In 2019, the BBC found that sixteen of the most dangerous places in England and Wales for serious knife offences are in London (BBC, 2019).³ Since January 2019, more than 100 people have been murdered and more than half were stabbed.⁴ Two of the murders, the death of Jodie Chesney in east London and Yousef Makki in Greater Manchester, sparked a national debate on knife crime.⁵



¹ The Guardian. (2020). *Knife offences hit record high in 2019 in England and Wales*. Retrieved from: <https://www.theguardian.com/uk-news/2020/apr/23/knife-offences-hit-record-high-in-2019-in-england-and-wales>

² ibid

³ Home Office. (2020).

⁴ Brent Council. (2019). *Tackling Violent Crime in Brent*. Retrieved from: <https://www.brent.gov.uk/council-news/press-releases/pr6957/>

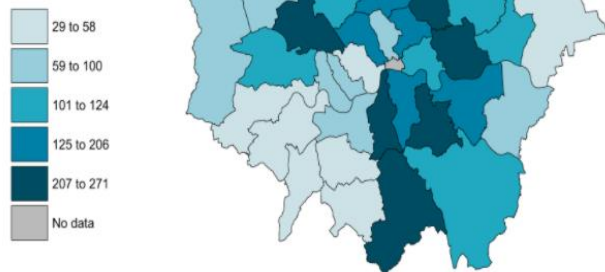
⁵ ibid

The National Crime Agency also revealed in April that more than 3,000 unique county lines were identified in 2019, of which between 800 to 1,100 were estimated to be active – this is a 50% increase from 2018.⁶ London is the highest exporting area with more than 4,000 people being recruited to distribute drugs through the network - almost half (46%) are aged between 15-19.⁷ More than 24 children have gone missing since lockdown in London alone, and they are believed to be involved in county lines.⁸

London-based people with links to county lines

Boroughs where people identified or suspected lived January 2018 - April 2019

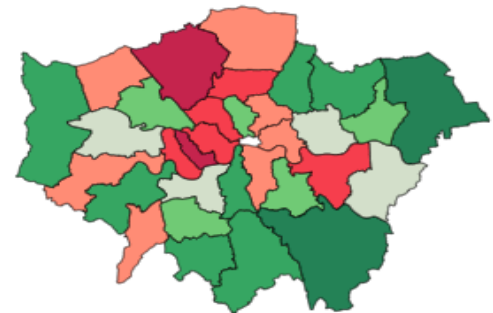
Individuals by borough



Source: Mayor of London

BBC

Offending above borough average



The boroughs that John Lyons have commissioned StreetDoctors for are mirrored by MOPAC's dashboard of some of the worst offending boroughs, for instance, Camden and Barnet.⁹ Since 2018, as a result of these trends, MOPAC have implemented a series of measures to reduce youth violence:¹⁰

- A new dedicated Violent Crime Taskforce (£15m annually)
- The roll out of body-worn video for an increased use of Stop and Search
- The set-up of the Violent Reduction Unit in 2018 (taking a public health approach)
- £45m Young Londoner's Fund to provide young people with alternatives to crime
- London Needs You Alive campaign with a dedicated educational toolkit
- A £7m grant to projects to combat youth violence across London and £250,000 to community groups and grassroots initiatives

MOPAC understands the need to coordinate responses to knife crime and London boroughs have recognised this, with Councils seeking to align their strategic aims with MOPAC measures.¹¹ As one of the recipients of its funding, StreetDoctors has been recognised as an important piece in the puzzle to counter youth violence in the Capital.

StreetDoctors has long been an advocate for taking a public health approach to tackling youth violence. With the pending launch of the Youth Violence Commission's final report (has since been delayed due to Covid-19), which seeks to develop a public health model, it is a critical time for StreetDoctors to expand its reach and impact in the Capital.

1.2 Action Plans

Accompanying this Strategy are a set of specific action plans relating to London volunteer teams and delivery. The plans include initial findings, contacts and a roadmap for each stage of the outreach plan.

⁶ The Guardian. (2020). *Gangs still forcing children into 'county lines' drug trafficking*. Retrieved from: <https://www.theguardian.com/uk-news/2020/apr/13/gangs-still-forcing-children-into-county-lines-drug-trafficking-police-covid-19-lockdown>

⁷ BBC. (2019). *County Lines: More than 4,000 Londoners identified in drugs gangs*. Retrieved from: <https://www.bbc.co.uk/news/uk-england-london-49751780>

⁸ My London. (2020). *Fears London gangs use girls to carry drugs to avoid suspicion in coronavirus lockdown*. Retrieved from: <https://www.mylondon.news/news/zone-1-news/fears-london-gangs-use-girls-18374558>

⁹ MOPAC. (2020). *Tackling Serious Violent Crime*. Retrieved from: <https://www.london.gov.uk/what-we-do/mayors-office-policing-and-crime-mopac/our-priorities/tackling-serious-violent-crime>

¹⁰ MOPAC. (2020).

¹¹ Havering Council. *Serious Group Violence & Knife Crime Strategy, 2019-22*. Retrieved from: https://democracy.havering.gov.uk/documents/s36419/Appendix%201%20-SGV%20and%20Knife%20Crime%20Strategy%20-%20Final_.pdf p5

I.3 Covid-19

The lockdown measures put in place by the Government on the 23rd March 2020 have not only had a significant impact on StreetDoctors as an organisation but equally on London's youth violence landscape. The Prince's Trust have found that 43% of young people have increased anxiety levels since lockdown and the Young Brent Foundation have noted the high levels of young people who feel unsafe at home.¹² A large number of young people have also become financially unstable due to the loss of their job or being put on furlough. Violence has not gone away, and rather, it is likely that we will see an increase following this period of social isolation.

The challenge has been to write a three-year strategy in a state of such uncertainty. However, this period has allowed time to check in with volunteer teams and to assess the current state of team delivery to consider how StreetDoctors can not only successfully navigate through this period but come out even stronger.

I.4 Summary of Recommendations

Volunteers

- Cross-London collaboration and cohesion
- Increased team capacity (extending to other healthcare professions)
- Digital refreshers and annual workshops/ impact sheets

Delivery

- Greater support for teams with finding delivery partners
- Increase StreetDoctors reach into all beneficiary boroughs
- The use of digital sessions to introduce new partnerships

Partners

- Forming longstanding partnerships within boroughs
- A focus on earlier intervention by working more closely with youth groups for example
- Re-engage with previous partnerships across London

Grassroots

- Work with the VRU to connect with other relevant grassroots organisations
- Young ambassadors per delivery partner to embed the lived experience
- Offer taster grassroots packages

Outreach

- Cross-working partnerships with the London Policy network
- Presence at local sector events
- Presence at neighbourhood safety boards in the beneficiary area

The Database

- Track packages on Lamplight
- Better communication for volunteers for example when there's vacant sessions
- Lamplight digital refreshers with NVC

I.5 Acknowledgement

The role of London Co-ordinator has been funded by John Lyons with the aim for further outreach in its beneficial area (nine boroughs: Barnet, Camden, Ealing, Harrow, Westminster, Brent, City of London, Hammersmith and Kensington and Chelsea). Generally, these boroughs form one section of London towards the North West and are considered to be high-risk. Westminster, for instance, has been deemed the worst for knife crime in London.¹³ This Strategy therefore prioritises these boroughs.

¹² Presentations made at the London Policy Network meeting, 21 May 2020.

¹³ BBC. (2019). London's Knife Crime Hotspots Revealed. Retrieved from: <https://www.bbc.co.uk/news/uk-england-london-49921421>

The Strategy

2 The London Landscape and Team Delivery

2.1 Overview of Boroughs¹⁴

This strategy has the understanding that each London borough is distinct, with its own demography, violence landscape and unique concerns. Whilst it remains important to consider policies which impact all of London, it is beneficial to take a place based approach to consider the youth violence landscape as it stands in each community. Doing so enables us to consider the complexities of each area: who the young leaders are, the grassroots we seek to support and, ultimately, how StreetDoctors can ensure the greatest impact through its outreach.

Whilst StreetDoctors have historically worked in some of these boroughs, others are completely new. It is therefore critical to be aware of each borough's approach to youth violence, not only to consider each violence landscape on its own terms but, crucially, to consider how StreetDoctors' sessions can complement their existing strategies. The London landscape can also be viewed in a personalised map [here](#) (see Appendix A).

a) John Lyons' beneficiary area

Borough	Demographics	Statistics	The Borough's Approach	Youth Provisions
Barnet	<ul style="list-style-type: none"> - Largest population in London - Largest number of children 	<ul style="list-style-type: none"> - Crime rate is the 9th lowest out of all boroughs - Violent abuse offences rose by almost 1/3 between 2018-19 - 51% of young people concerned about gangs 	<ul style="list-style-type: none"> - Barnet Children and Young People's Plan - First borough to work with UNICEF - Vulnerable Adolescents Strategy (2018) - Part of police tri-borough with Harrow and Brent (NW BCU) 	<ul style="list-style-type: none"> - Reach - Barnet Safeguarding Children Partnership
Brent	<ul style="list-style-type: none"> - One of the most densely populated boroughs - Highest level of migration in London - Largest proportion of ethnic minorities in London 	<ul style="list-style-type: none"> - Within 15% of the most deprived local authorities in the country - 15% highest unemployment rate in London - One of the lowest GDP levels out of all boroughs - 5th highest number of knife injury victims under 25 	<ul style="list-style-type: none"> - Nov 2019: Cabinet approved a £700k programme for SYV - Endorses the public health approach - More street-based outreach workers trained to identify vulnerable young people - 2016: praised by the government as a model of best practice in terms of tackling gang related problems - Community Strategy: focused on long-term localised interventions 	<ul style="list-style-type: none"> - Youth & Connexions Service - Young Brent Foundation - Brent Youth Zone - Roundwood Youth Centre - Young Roots

¹⁴ For ease, all facts and statistics have been referenced in the 2020 Landscape Report - can be made available upon request

Camden	<ul style="list-style-type: none"> - Fragment of London occupying only 1.4% by area and 2.9% of its population - Largest student population in London (more than 27,000) - Most deprived area of Camden is within the 13% most deprived areas in London 	<ul style="list-style-type: none"> - Huge level of distrust between communities and the police - Violence against the person has been rising since 2012 - Figures for knife crime with injury doubled in 2017 compared to 2016 - Camden Lock as flashpoint for killings 	<ul style="list-style-type: none"> - Youth violence in Camden is characterised by the drug trade - A Camden 'public health' approach to youth violence should be established which involves young people. - Identifies trauma informed practices - "Camden should take a leading role in changing the local conversation about the drugs trade " 	<ul style="list-style-type: none"> - Feb 2020: Young Safety Week - Youth Safety Fund (£500k worth of grants for 2year projects) - Camden Youth Safety Taskforce (committed to embedding trauma informed practice across all areas) - Camden Rise; New Horizon
City of London	<ul style="list-style-type: none"> - Square Mile - Complex problems unique to this area due to its geography 	<ul style="list-style-type: none"> - Has been a reduction of anti-social behaviour in last 2 years 	<ul style="list-style-type: none"> - "comprehensive action" against knife crime and violence - London Needs You Alive campaign 	<ul style="list-style-type: none"> - The Safer City Partnership
Ealing	<ul style="list-style-type: none"> - 3rd highest population - 4th most culturally diverse - 3rd highest rate of homelessness - Eviction rate worse than average 	<ul style="list-style-type: none"> - One of the safer boroughs - Knife crime has declined in past year - 2019: youth budget fell from £1.9m to £0.8m - Youth services moved into premises half the size to make way for housing 	<ul style="list-style-type: none"> - Emphasises a public health approach: tackling SYV is a matter of social justice - Ealing seeks to understand the root causes of the issue e.g. ACEs - Understands that discipline-based approaches are ineffective 	<ul style="list-style-type: none"> - A systems-based approach e.g. Brighter Futures Model in children's social care - Expanding role of mentors - Young Ealing: "Keeping Safe" - Ealing Grid for Learning
Hammersmith and Fulham	<ul style="list-style-type: none"> - 3rd smallest of all boroughs - Twice as densely populated as London as a whole - Has 8 output areas within the 10% most deprived nationally - Highest rate of any borough for households owed homeless duty 	<ul style="list-style-type: none"> - From 2018, violent crime up 13%, knife crime up 20% and SYV up 94% - Youth offending rates (FTEs) higher than average - Homeless acceptances are worse than average - Knife crime as 5th highest - Hate crime as 4th highest 	<ul style="list-style-type: none"> - Invest more in crime prevention - Safety Plan - Focus on prevention, diversion and early intervention to improve outcomes - Referral processes to better identify women at risk 	<ul style="list-style-type: none"> - Knife crime awareness workshops in primary & secondary schools
Harrow	<ul style="list-style-type: none"> - 12th largest borough in London - Densely populated - 2015 Review: Harrow is dealing with some of the highest risk young people - Fear of SYV is high 	<ul style="list-style-type: none"> - SYV rose by 40% between 2016-17 (disproportionately hit the more deprived areas of the borough) - Downward trend of confidence in police and Council - 16.24% of children live with income-deprived families 	<ul style="list-style-type: none"> - Targeting primary school children - Community cohesion as a key concern - Wants to increase cooperation with schools - Recent rise in stabbings have raised questions about the usefulness of youth work 	<ul style="list-style-type: none"> - Young Harrow Foundation - Workshop Action for Change - Gaps in offers for young people - The Harrow Club (supports the trauma of those involved in Grenfell) - Four youth clubs - Khulisa Partnership (2019) - Safer Harrow; Ignite Project - Harrow Youth Justice Resource Hub
Kensington and Chelsea	<ul style="list-style-type: none"> - Housing affordability is a significant challenge - Above average unemployment rate (6.7% compared to 5% across London) 	<ul style="list-style-type: none"> - Knife crime increased by 24% compared to 2018 - Notting Hill Carnival has a significant impact on the monthly volume of knife crime 	<ul style="list-style-type: none"> - Westminster and RBKC formed a bi-borough young people plan - Council investing £1m public health funding in an attached outreach service 	<ul style="list-style-type: none"> - Launched a youth parliament late 2019/early 2020

		- Key issue: supporting those affected by the Grenfell fire (need to rebuild trust in the Council)	- Borough engaged over 900 young people's views on youth provision locally	
Westminster	<ul style="list-style-type: none"> - Local areas are within the most and least deprived in the UK - The West End manages a disproportionate volume of crime 	<ul style="list-style-type: none"> - Rough sleeping is more than 15x higher than the typical London borough - Significant rise in knife crime, a rise of 52% in 2019 compared with 1% across the MPS as a whole - Violence as one of the biggest reasons for entering the youth justice system 	<ul style="list-style-type: none"> - Takes a public health approach alongside RBKC - Introduced a prevention matrix - Identify opportunities for action - Need coordinated joint community engagement - Deliver a whole-system approach 	<ul style="list-style-type: none"> - In the Summer, £500k budget to support youth services - Westminster Integrated Gangs Unit (IGU) - #MyWestminster Staying Safe Programme - Young Westminster Foundation - The Trap Initiative

b) Other London boroughs StreetDoctors have live packages with

This section covers fifteen other London boroughs which StreetDoctors are either currently working in or have previously worked in. StreetDoctors have live sessions with the following boroughs: Barking and Dagenham; Greenwich; Hackney; Havering; Haringey; Lambeth; Merton; Newham; Southwark and Wandsworth.

Borough	Demographics	Statistics	The Borough's Approach	Youth Provisions
Barking and Dagenham	<ul style="list-style-type: none"> - 7th smallest population - Highest proportion of under 16's in the UK 	<ul style="list-style-type: none"> - 8.2% of people have no qualifications (higher than average) - Highest rate of reported domestic abuse - Residents are likely to be 1.9x more relatively income deprived than the typical resident in London - Child poverty at 43% - SYV: 3.5% of all recorded crimes - Funding for youth services has fallen by 82% between 2010/11 and 2018/19 	<ul style="list-style-type: none"> - 2019: MOPAC gave £500k to tackle SYV - Trauma training - Community Safety Partnership Plan 2019-22 	<ul style="list-style-type: none"> - Lifeline Projects/Future Youth Zone - Studio 3 Arts - Barking & Dagenham College - MASH - School Improvement Partnership (not-for-profit), 93% of schools are signed up - Barking enterprise centre
Greenwich	<ul style="list-style-type: none"> - Vast population growth of 18.7% since 2011 (London growth rate was 14%) - Has seen improvements in measured metrics e.g. unemployment and crime 	<ul style="list-style-type: none"> - Students suffer from the worst GCSE attainment in London - Large reduction in knife crime (2018-19) - Child poverty rate worse than average (40%) 	<ul style="list-style-type: none"> - Dedicated violent and organised crime unit (VOCU), notable success in disrupting gangs in the boroughs - Multi-agency SYV panel 	<ul style="list-style-type: none"> - Feb 2019: anti-knife crime summit - Charlton Athletic - Young Greenwich youth service
Hackney	<ul style="list-style-type: none"> - 3rd most densely populated in London - Relatively young borough (1/4 of population under 20) 	<ul style="list-style-type: none"> - 4th highest rate of child poverty in London - 2017/18 = 177 knife injuries compared to 195 in 2010/11 	<ul style="list-style-type: none"> - Hackney's Approach to Violent Crime - Community Resilience Partnership - Young Black Men Programme - COACH 	<ul style="list-style-type: none"> - Young Hackney (4 youth clubs) - Over 100 non-council youth projects - Youth forum

	<ul style="list-style-type: none"> - Life expectancy is below the London average - 11th most deprived local authority in England (in 2010, it was ranked second) - Crime is now higher than in other inner-London boroughs with similar characteristics 			<ul style="list-style-type: none"> - Voyage Youth - Safer Young Hackney Board - Funds Redthread through Community Grants Programme
Havering	<ul style="list-style-type: none"> - Outer London borough - Older population than average - One of the two least diverse boroughs in London 	<ul style="list-style-type: none"> - Largest night-time economy than any other metropolitan centre in Greater London - 5th lowest child poverty rate - 2019: knife crime has sky-rocketed by 85% in past 3 years - Highest proportion of crime in Romford - Perception of knife crime being a problem has increased (1 in 4) - Highest proportion of successful referrals into Rescue & Response 	<ul style="list-style-type: none"> - Tri-borough gang panels - Serious Group Violence and Knife Crime Strategy - Focuses on early intervention and forms of prevention - EXIT (education, training and employment) 	<ul style="list-style-type: none"> - Havering Youth Council - Youth Participation Service (also operates MyPlace) - 2018: awarded £4m from Home Office to support vulnerable YP at risk of exploitation
Haringey	<ul style="list-style-type: none"> - Highly diverse inner London borough (38% of residents from BAME groups) - 4th most deprived borough in London - “perceptions of safety are lowest in neighbourhoods where highest proportion of residents are Black” 	<ul style="list-style-type: none"> - 4/10 children living in poverty - 2nd highest rate of drug use (exc cannabis) among 15-year olds of all London boroughs - Violent crime is falling but tackling SYV remains a priority - 346 victims in Haringey from 2018-19 - A disproportionately high no of victims from BAME communities - Young Black boys are disproportionately excluded from school 	<ul style="list-style-type: none"> - Haringey Council has been the largest recipient of the Young Londoner’s Fund (£1.5m) - One of the first boroughs to set out a long-term, public health approach to tackle SYV - Young People at Risk strategy (10-year plan) - Deep and widespread commitment across the borough to tackle YV 	<ul style="list-style-type: none"> - Haringey Youth Space - Open Door - Wood Green Youth Centre - Fresh Youth Academy - Muswell Hill Area Youth Project - The Zone Youth Club - Various community led initiatives
Lambeth	<ul style="list-style-type: none"> - One of the most densely populated areas in the UK - Nearly 1/3 are ranked within the 20% most deprived areas in England - High turnover with 40,000 people leaving the borough each year 	<ul style="list-style-type: none"> - Lambeth is a borough with traditionally high levels of violence and victimisation 	<ul style="list-style-type: none"> - SYV as the key focus of the Lambeth Equality Commission - Feb 2020 = £1m in tackling SYV - March 2019 = 10-year strategy - Aim is for contextual prevention - Proactive engagement with high-risk populations 	<ul style="list-style-type: none"> - 1% social value levy on all major third-party contracts to generate an additional £1.2m to fund youth organisations - Group-based interactive interventions tend to be more effective - Positive Future Lambeth Forum

				<ul style="list-style-type: none"> - Lambeth SEND - BigKid Foundation; Change 4 Life
Merton	<ul style="list-style-type: none"> - Fairly affluent outer London borough - Performs well on key poverty indicators 	<ul style="list-style-type: none"> - Found that most spikes in violence are in regard to rival groups retaliating against each other - Acknowledges a “worrying trend in SYV” - YOT estimates that London’s murders can be linked to Merton in 20% of cases 	<ul style="list-style-type: none"> - Safer Merton works closely with community safety partners to delivery priorities of the Knife Crime Action Plan - Early Intervention Youth Fund - Innovation Project with Hackney Council - Staff trained in unconscious bias - Exclusion rates will be monitored for disproportionality 	<ul style="list-style-type: none"> - Unique Talent - Merton Safeguarding Children Partnership
Newham	<ul style="list-style-type: none"> - Inner East of London - Experiences significant problems with poverty and inequality - 52% of children are in households in poverty (38% is the average) - Evictions are higher here than in most boroughs - One of the youngest populations in the country - One of the highest proportions of BAME residents 	<ul style="list-style-type: none"> - Feb 2020: funding for youth services has fallen by 81% between 2010/11 and 2018/19 - 9 homicides in 2019 - Data shows youth violence has risen quickly - Levels of violence remain high - 2019: Newham had the 15th highest rate of young knife crime victims - Children’s patterns of injuries related to journeys to and from school - YP from a Black background were overrepresented as suspects 	<ul style="list-style-type: none"> - Need a focus on local support - Focus on opportunities for a positive future - Reduce school exclusions - Focus on early intervention - Need to improve relationships with the police - Newham safeguarding children partnership 	<ul style="list-style-type: none"> - Invested £4.5m in youth services up until 2023 - Doubled the number of youth zones - Tate & Lyle complement community engagement programmes
Southwark	<ul style="list-style-type: none"> - Densely populated and diverse - One of the most deprived boroughs - Over 1/5th of residents live in communities ranked in the most deprived 20% in England 	<ul style="list-style-type: none"> - More than 1/3 of residents live in communities ranked in the most crime deprived in England - 40% of children in Southwark are in poverty - 400 violent offences between 2017-18: the highest volume borough for knife crime with injury offences - Has seen a decline in knife crime offences over 9 months - Robberies form 89% of knife crime offences 	<ul style="list-style-type: none"> - Southwark youth violence panel calls for more to be done to prevent school exclusions - Panel was established to investigate local concerns and root causes of youth violence - Knife crime and serious violence action plan: need an increased understanding of violence - Safer schools police provision - Positive futures youth fund - Development of VRU 	<ul style="list-style-type: none"> - Brandon Youth Centre - Damilola Taylor Centre - SEND project - Odessa
Wandsworth	<ul style="list-style-type: none"> - Inner London borough which does average-well on most indicators - Low unemployment rate 	<ul style="list-style-type: none"> - Lowest crimes per 1000 residents in inner London - Small cohort of individuals known to be responsible for a disproportionate number of offences 	<ul style="list-style-type: none"> - 2015: Council bid for money from MOPAC - Community-led Knife Crime Forum - Community Safety Partnership Plan led to significant reductions in crime - Junior citizen scheme 	<ul style="list-style-type: none"> - Ending Gangs and Youth Violence team offers 1-1 support - Redthread as advertised on the THRIVE site

		<ul style="list-style-type: none"> - 2012: borough was prioritised by the Home Office due to levels of SYV - 2015: violence against people increased by 24% - Stark overrepresentation of young victims of crime from BAME backgrounds 	<ul style="list-style-type: none"> - Establish an early help strategy - Police think tank - Improve provision of mental health services including a peer education project 	<ul style="list-style-type: none"> - YOT works within families to ensure a contextual approach - Borough Early Intervention Team (BEIT) delivers YC prevention
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c) London boroughs StreetDoctors have previously worked in

Borough	Demographics	Statistics	The Borough's Approach	Youth Provisions
Bromley	<ul style="list-style-type: none"> - Outer London borough which is the largest borough in the City - Relatively prosperous but communities differ substantially - Aging population - One of the top two least diverse boroughs 	<ul style="list-style-type: none"> - Issue of SYV and gangs has become a "higher priority in the borough" - An overwhelming number of people see it as an issue - 2018: 17% decrease in knife crime compared to 7-8% increase in London as a whole 	<ul style="list-style-type: none"> - Safer Bromley Partnership Strategic Group - Early prevention as key focus - Plan is to engage with hard to reach communities - YOS to work with parents of children who are thought to be at particular risk - Bromley will engage in action plan which involves reducing violence and knife crime 	<ul style="list-style-type: none"> - PYE Project - JusB youth charity - Bromley and Downham Youth Club - Bromley Adult Education College - Bromley Youth Support Programme (BYSP) – has a number of hubs based in specific areas
Croydon	<ul style="list-style-type: none"> - Larger population than any other London borough - Home to more young people than any other - Knife crime has biggest impact total on Croydon's crime matrix 	<ul style="list-style-type: none"> - 2017: one of the highest levels of youth violence with 313 recorded incidents of SYV - Reductions of 21% in SYV and 17% in knife related offences in the year 2018/19 compared to 2017/18 - Five active major gangs which children as young as 14 are joining - Only 30% of youth violence is gang related but remains territorial - NEET rate in Croydon YOS is 30% compared to 2.8% in the borough - 2017: Ofsted rated Croydon's children's social care as inadequate - Total offences are up by +3.05% - Perception of crime is higher than actual rates 	<ul style="list-style-type: none"> - Tackling youth violence as a top priority - Need a community engagement approach - Croydon Safeguarding Children Board: takes a preventative approach to youth crime - 2012: Croydon Gangs Strategy - #CroydonSaysNo - Safer Croydon Community Safety Strategy - Think Family approach - Aim is to engage 100% of gangs in 1:1 interventions - Ensure all young people charged for knife crime receive a weapons awareness programme 	<ul style="list-style-type: none"> - Mayor grant of £4m - Croydon's Choose Your Future Campaign at end of 2017 (has seen a 12% drop in knife crime) - Youth service spending has fallen by 69% in four years - Legacy Youth Zone as part of #KnifeFree - Goldcrest Youth Centre - Croydon Youth Zone - Purley youth centre - Talent Match Croydon - Croydon Youth Arts Collective
Islington	<ul style="list-style-type: none"> - Has a much higher rate of poverty than the London average (34%) - The 5th most deprived in London 	<ul style="list-style-type: none"> - Worrying increases in youth violence - County lines becoming increasingly prevalent 	<ul style="list-style-type: none"> - The Council has invested a further £2m of funding to address SYV over 4 years 	<ul style="list-style-type: none"> - Islington & Finsbury Youth Club - White Lion Youth Centre - Urban Hope - Platform Youth Club

	- Child poverty rate at 47%	- Trend of mobile phone theft (rose in 2016 by 33%) - Pay inequality is worse than average	- Working together for a Safer Islington: thought to be the first youth crime plan in England based around child safeguarding	- Life Youth Hub; Launchpad - Soapbox Islington
Lewisham	- Inner London borough which has one of the highest proportions of working-age residents on out-of-work benefits in London	- 41.3% of 19yr olds do not have a Level 3 qualification - Research from 2018 showed that more than half of children and adolescents living in cities have experienced some form of community violence - Overwhelming dominance of drug markets as predictor of violence - County lines as particularly prevalent	- Youth Violence Commission sparked by the murders of five YP in Lewisham in 2015 (acting MP Vicky Foxcroft) - The SAVVY Matrix (self-assessed violence and vulnerability) - Provides holistic support to the wider family network - 2018 = promise to deliver a public health approach - Trauma informed approach adopted in Lewisham - Looks at causes of violence as a complex tiered level approach - Disproportionality is a focus for this borough (working to protect against negative bias) - Violence Reduction Board	- Redthread - Community champions programme - Youth First = community benefit society, came out of Lewisham youth service in 2016 - Meetings on "London Youth" (networking) - Honor Oak Youth Club - Bellingham Gateway Youth - TNG Youth - Community Centre - Woodpecker Youth Club
Redbridge (prospective)	- In the tri-borough with Havering and Barking & Dagenham	- Child poverty rate is 37% (38% is London average) - Educational outcomes are good in this borough - Youth violence remains an issue here - 21 fatal stabbings in London in 2020, 6 of them have been in Redbridge	- Has had much funding to stem youth violence - Oct 2019: awarded more than £750k (grant secured through YEF) - Able to launch the young people's hub after securing £290k from the VRU - Redbridge Community Safety Partnership Plan - Aim is to reduce vulnerability to offend - 2019: Redbridge police and teachers decided to start educating primary children after pupils were being groomed by school gates - May 2019: youth violence summit	- Make your Mark 2019 , top UK topic: End Knife Crime and Mental Health - Highest number of votes in London - Redbridge council funds several diversion schemes including Box Up Crime in Ilford Town Centre

Every borough profiled identifies youth violence prevention as a priority, and the vast majority do this through a public health lens which focuses on early intervention. However, it is important to consider the nuances between each borough, including the individual Council's approach so as to ascertain how StreetDoctors could best complement existing efforts.

The priority boroughs for StreetDoctors pertain to the first nine considered in Section A, followed by the maintenance of our relations in Section B and, finally, where we can re-energise conversation in Section C. There are eight boroughs which have not been considered in this report: Hillingdon, Hounslow, Kingston, Sutton, Bexley, Waltham Forest, Enfield and Tower Hamlets. This will be kept in mind but unless an opportunity presents itself, these boroughs are not being prioritised. Nevertheless, they may become potential boroughs for outreach as StreetDoctors continues to scale its work through the Capital.

2.2 London Team Delivery

No of Sessions Delivered: ¹⁵

Team	2019	2020 (until May)
North	25	7
NE	34	3
East	62	15
South	42	6
SW	23	6
West	29	6
	215	43

Number of young people taught (First Time Attendees):

Team	2019	2020 (until May)
North	136	63
NE	189	7
East	542	169
South	490	56
SW	98	17
West	174	17
	654	329

Findings

- East London has had the most sessions delivered. Their outreach is centrally coordinated by the Councils in question, for instance, Havering and Barking & Dagenham. The numbers indicate that this model is successful.
- We cover all four areas of London (an improvement of coverage since 2017's strategy report)
- South West, North and West teams have the biggest room for growth.
- South West's coverage has not grown (26 sessions were delivered in 2017) and this team is teaching the least amount of young people.
- We should see similar projections from the West and East London teams since they are not split between regions (like South and SW, North and NE), yet West lags quite far behind East.
- Proportionally, the number of young people taught for 2020 is high – this would make the average attendance over 11 young people per session.

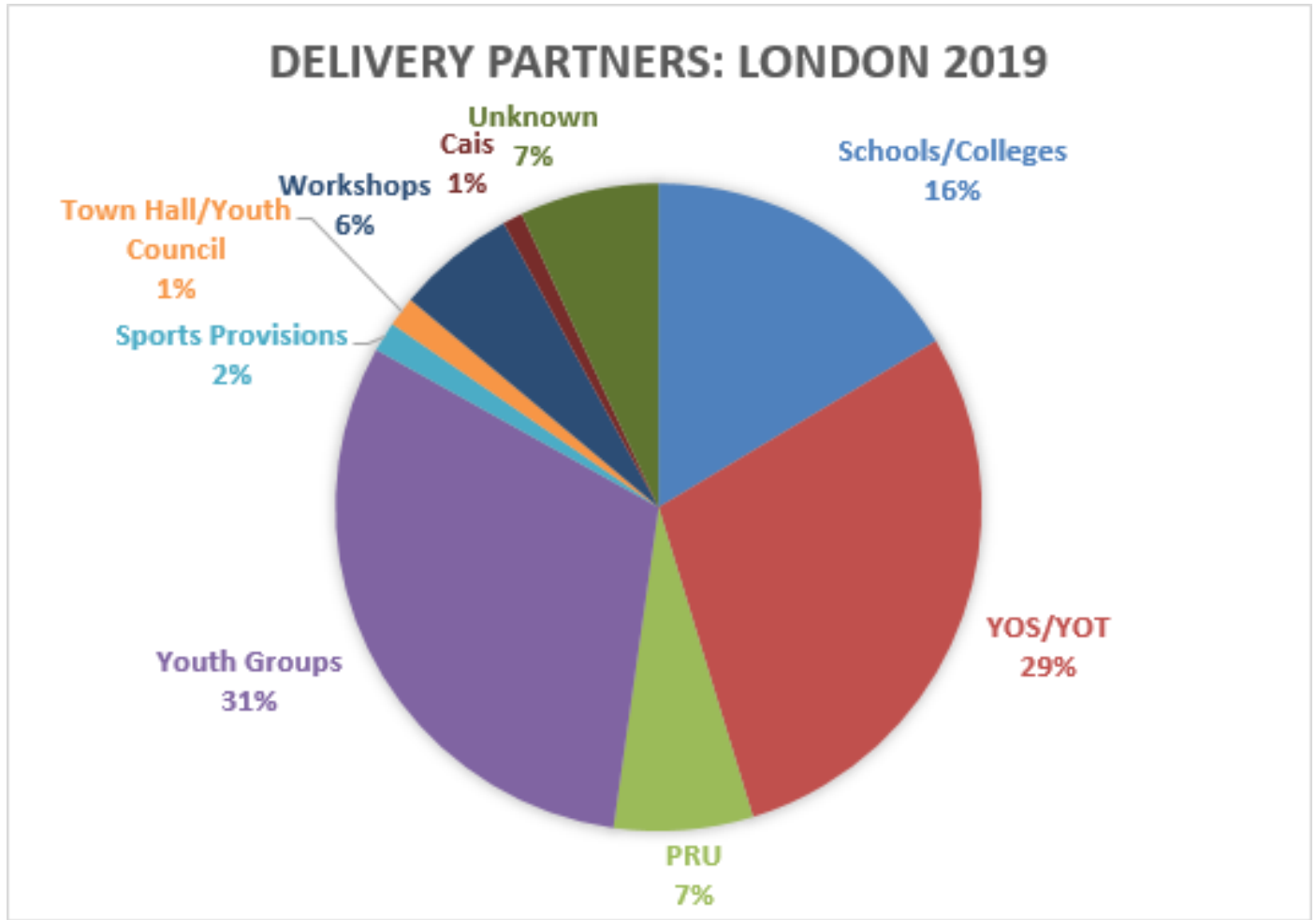
Covid-19

As aforementioned, StreetDoctors has been adversely impacted by Covid-19, meaning that there has been a loss of sessions and young people taught for 2020. In terms of figures, it has been difficult to pull out London's loss from the rest of the country because prior to now we have not considered the numbers by region. However, as of July 2020, we will begin to track London's targets meaning that, in future, we can assess impact and also look at the growth of delivery in London specifically. Ultimately, in terms of team delivery, inevitably, we have seen loss. We hope to make up this loss of delivery income with the launch of our digital resources (see section 6) and from increased activity after lockdown.

¹⁵ Statistics taken from Lamplight 6.5.2020 Jan 2019-Dec 2019 and includes Stepwise.

Types of Delivery Partner

It has been important to consider the current state of delivery in London and who our main partners are:



The 2017 London Strategy found poor diversity of delivery partners with most teaching happening at YOTs; however, this chart shows that 2019 saw a shift. StreetDoctors seeks to collaborate with partners who utilise a range of interventions to prevent youth violence. Across London, we now work predominantly between a mix of youth offending services and youth groups. This shows that not only are we reaching some of the most vulnerable and at-risk groups of young people in our sessions but, so too, that we are adding value through our collaboration with other partners in the Sector.

Further Findings (see Appendix B)

- The majority of partners are now youth groups or youth projects, as seen predominantly in East London, NE London, SW London and West London.
- There is still a large amount of teaching at youth offending services – YOTs are our biggest partner in South and North London.
- NE and East London have the greatest variation of partners including town halls, sports provisions and youth councils with North London holding the least diversity of all teams.
- It is important to reduce the percentage of 'unknown' by ensuring that data is filled out correctly on Lamplight.

2.3 Volunteers: Support, Retention and Outreach

Volunteers are StreetDoctors biggest asset. They lead our delivery and work directly with the groups of young people we seek to help through our intervention. It is one of our operational plan goals to involve them in planning and correspondingly, volunteers were directly consulted for this report.

A Google poll was sent out prior to conducting six workshops, where we used a virtual whiteboard to discuss ideas and strategise about the ways in which we could strengthen the team (team findings can be found in Appendix C). Our business plan found that 40% of volunteers deliver 80% of sessions and so it was important for me to consult as many volunteers as possible: all London leads as well as some deputies and other regular volunteers.

Conducting these workshops at a time when delivery is paused has been beneficial in allowing the team time to reflect, as well as providing another form of engagement with HQ. All teams received an impact sheet (see Appendix D).

Findings have been collated into the infographic below and recommendations based on discussions can be seen in Section 7.

Team Findings (infographic overleaf):

2020 London Volunteer Workshops

Engagement

Team leaders feel that they often have to pick up the slack for the team

Difficult to find volunteers to fill all spots on the committee

"keeping volunteers engaged with StreetDoctors"

It's often the older years that we find more difficult to keep engaged

Need more regular, consistent teaching to keep engagement levels up throughout the year

Partners

More likely to get volunteers if sessions are in the evenings OR find a time that works and keep it regular

"We'll have more of an impact if we get in earlier" i.e. youth groups instead of YOS

Need more support for the team to find the partners initially

Generally good relations with all partners

Not making use of where students are based in London

The Database

Vois use Lamplight for what they need only (why we don't get all impact data)

"It's FINE but cumbersome and not great"

We don't use lamplight, we find a team google calendar easier

The interface is quite confusing

It doesn't cross your mind to go on lamplight unless there's an immediate need

Cross-Team Collaboration

London needs to be more connected, SD doesn't make use of "the unique London landscape"

The commute needs to be feasible for volunteers

Keep in mind that sessions are taught differently in different areas of London

We do this currently but not to bring teams together, just to cover, want to formalise this

"want to get to know more of the other teams"

Team Cohesion

No real sense of a committee and a team at the moment: "we need more of a team feel"

Unless you teach with people, just don't get to know them

Need regular refresher sessions to keep volunteers interested and engaged with their team

They feel that there is enough support from HQ, it's an internal team issue

Need to set up a strong foundation and team culture, need longevity

3 Partner Analysis

Since this strategy has taken a place-based approach, it is now critical to consider the method for expansion. Each borough's youth violence landscape has been contextualised, exhibiting their strategy and the prominent organisations that are working within them. I seek to grow local community support for each StreetDoctors team and strengthen relations with different partners, therefore each borough has its own recommendation. The following table displays these findings in relation to plans for outreach (further information can be found in the London Partner Action Plan).

Borough	Does StreetDoctors currently deliver here? Status?	Recommendation
John Lyons: Barnet	No	1. StreetDoctors would fit as a part of the Council's Vulnerable Adolescents Strategy which takes a holistic view. 2. Potential partnership with the NW BCU
John Lyons: Brent	Wates; Air Network (8 sessions remain)	Connect with the Young Brent Foundation which assists smaller voluntary services.
John Lyons: Camden	No	Get involved through the youth safety taskforce and attend the annual young safety week.
John Lyons: City of London	No	1. Have reached out to The Safer City Partnership 2. Put StreetDoctors content in the toolkit for the "London Needs you Alive" campaign.
John Lyons: Ealing	No	1. Reconnect with Ealing Council 2. Reach out to the Young Ealing Foundation (YES group)
John Lyons: Hammersmith and Fulham	Yes: YOT (6 sessions remain)	Complete delivery of existing sessions. Potential groups to work with: Chelsea FC Foundation, Princes Trust, Violence Intervention Project, Gloves not Gunz, YOT.
John Lyons: Harrow	No	1. Have reconnected with the YOS leading with digital delivery 2. Connect with the Young Harrow Foundation and attend all Action for Change workshops.
John Lyons: Kensington and Chelsea	No	1. Reconnect with the YOS 2. Connect with K&C Council about our digital package (due to the bi borough with Westminster, this could be a joint endeavour)
John Lyons: Westminster	No	1. Reach out to the YOT 2. See K&C recommendation for joint proposal
Barking and Dagenham	Yes: B&D Council (16 sessions remain); Wates	Complete delivery of existing sessions and to begin sessions through Wates funding.
Greenwich	New partnership with Greenwich Council	1. Distribute sessions through their own centres 2. Get involved with another Summit that's affiliated with the MET to keep track of their approach to youth violence
Hackney	Yes: Young Hackney (13 sessions remain) Previous: IGU	Chart a path back to regular teaching sessions with them.
Havering	Yes: Havering Council (21 sessions remain)	Complete delivery of existing sessions and have delivered a proposal to commission a digital package.
Haringey	Yes: Haringey YOS (30 sessions remain)	Haringey is NE London's main teaching partner and it is a sustainable match (teaching should run into 2021).
Lambeth	Yes: Lambeth YOS (15 sessions remain)	A new partner: have preliminary plans for delivery but begin mapping these out.

Merton	Yes: longstanding with the Council	1. Longstanding and sustainable partnership 2. Consider a rollout with Safer Merton , again considering StreetDoctors' role in early prevention
Newham	Yes: Newham YOT (10 sessions remain)	StreetDoctors is supported by The Lyle's Local Fund in Newham, they're a long-time partner and have regular teaching.
Southwark	No	Connect with existing partners in Southwark and lead with our digital package
Wandsworth	Yes: Wates to start; previously connected with their Council	Have connected with the Council to roll out Wates sessions with partners across the borough
Bromley	No	Previously worked with the YOT. Contact Steve Wood at the Safer Bromley Partnership to learn more about the Partnership and how StreetDoctors' could best fit with their existing strategy.
Croydon	No	Continue engaging with Legacy Youth Zone and reach out to the BME Forum .
Islington	Yes: various (8 sessions remain)	Various partners e.g. the Youth Council, YOS and other youth groups. Consider whether any of these can become longstanding partners.
Lewisham	No	1. Propose a digital offer to our contact in the Council 2. Reach out to Youth First leading with our digital package.
Redbridge	Council has previously expressed an interest.	Re-energise conversations with the Council .

If **targeted outreach** is aimed at the Council, for instance Camden and Westminster, this will be done through the heads of community safety who can be reached either through LinkedIn or via the Council's website. See more in Action Plan.

4 Funding

Analysis by YMCA England and Wales have found that youth services have been cut by nearly £1 billion since 2010/11, equivalent to a 71% cut. They argue that:

*“the long-term benefits of youth services are being overlooked as local authorities are being forced to meet more immediate financial and statutory pressures”.*¹⁶

In London, this cut equates to at least £35m less per year being spent on council youth services compared with 2011-12.¹⁷ Research has suggested a growing link between cuts to youth services and a rise in knife crime, with areas suffering the largest cuts seeing the bigger increase in knife crime.¹⁸

In March 2020, MPs argued that Councils should have a legal duty to deliver a minimum level of youth services to help prevent knife crime and, in line with this, the Mayor has committed to more funding.¹⁹ In 2018, the Young Londoner’s Fund was set up and in September last year, the government announced a £500m investment to boost youth centres. More emergency funding has also been released due to Covid-19.

In order to respond to the loss of session delivery, it is important to consider the funding we currently receive (specifically the VRU’s role) and to critically assess the potential for other pan-London funding opportunities. This will ensure that we can begin to target delivery partners who have long-term budgets available for anti-violence work.

4.1 The VRU

The violence reduction unit is a prime funder connection between local and strategic, providing us with a low-cost way to reach vulnerable communities. Its main aims²⁰ are to:

- Stabilise and reduce violence across London
- Find the major causes of violence and coordinate action across London to tackle them at scale
- Involve communities in the work of the VRU and build their capacity to deliver the best long-term solutions to reduce violence

The VRU also recognise that:²¹

- A highly localised approach is essential to understanding and responding to violence
- Targets for criminal gangs operate in the highest levels of deprivation
- Impact of government cuts are likely to have increased vulnerability of some neighbourhoods to violence
- The drugs market has become more lucrative, in turn increasing competition between criminal gangs

This strategy considers the VRU in two strands:

¹⁶ Children & Young People Now. (2020). Youth Services ‘suffer £1bn funding cut in less than a decade’. Retrieved from: <https://www.cypnow.co.uk/news/article/youth-services-suffer-1bn-funding-cut-in-less-than-a-decade>

¹⁷ MOPAC. (2019). News from Siân Berry. Retrieved from: <https://www.london.gov.uk/press-releases/assembly/sian-berry/youth-service-funding-black-hole-is-getting-worse#:~:text=Currently%2C%20at%20least%20%C2%A335,20%20compared%20with%202018%2D19.>

¹⁸ Barnados. (2019). Research published today (Tuesday 7 May) suggests growing link between cuts to youth services and the country’s knife crime epidemic. Retrieved from: <https://www.barnados.org.uk/news/new-research-draws-link-between-youth-service-cuts-and-rising-knife-crime>

¹⁹ Local Gov. (2020). MPs warn youth services cuts are increasing knife crime. Retrieved from: <https://www.localgov.co.uk/MPs-warn-youth-services-cuts-are-increasing-knife-crime/50150>; MOPAC

²⁰ MOPAC. (2020). What is the Violence Reduction Unit? Retrieved from: <https://www.london.gov.uk/what-we-do/mayors-office-policing-and-crime-mopac/violence-reduction-unit-vru/what-violence-reduction-unit-vru.>

²¹ MOPAC. (2020). Revealed: New report shows violence cost London £3 billion last year. Retrieved from: <https://www.london.gov.uk/press-releases/mayoral/violence-cost-london-3-billion-last-year>

- **Networking:** with the other youth organisations it supports
- **Funding:** the VRU will be directing £12m²² of new funding in 2020/1 in targeted initiatives and it's critical for us to keep up to date with any opportunities it presents

4.2 The Pan-London approach

StreetDoctors provides a unique intervention and the importance of our work has been recognised through the range of funding the organisation's received over the years. A lot of funding is also unique to London and so below provides an insight into the support that is offered for organisations like ours. This list is by no means exhaustive but provides an indication of some of the funding opportunities available:

City Bridge Trust:

- Enabling Voice & Representation funding programme
- Also offers grants for core cost funding

London Community Foundation

- A range of community-specific funding initiatives

Berkeley Foundation

- The community investment fund to help young people improve their lives

London Crime Prevention Fund (LCPF)

- Enables MOPAC to continue to support local community safety
- 2019/20 was the first year of the second two-year period which had an allocation of £18.7m.

Existing Funders:

London Sport

- A network with various connections to different clubs
- Have committed to sessions later on in 2020

Wates Foundation

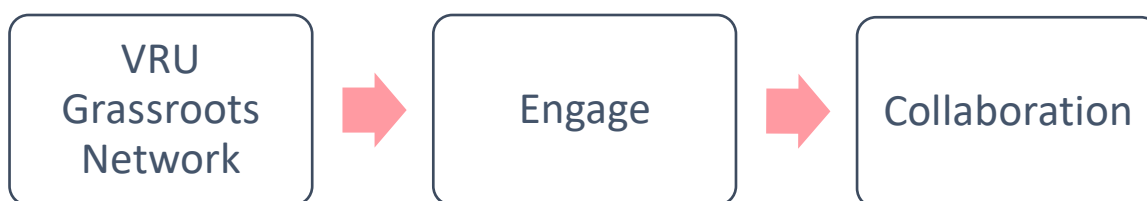
- Have funded sessions in Brent, Wandsworth and Barking and Dagenham
- Working closely with the community investment manager, Michelle, to organise these

²² ibid

5 The Grassroots Strategy

This strategy has been heavily influenced by the grassroots organisations I've spoken with. These organisations play a critical role in the youth violence prevention landscape, having the advantage of knowing the people, culture and political environment to better implement change on the ground.²³ StreetDoctors is part of a grassroots network, since it is funded by the VRU's community seed funding group which supports 40 organisations across London.

Due to our close relationship with the VRU, they are our first point of contact before going to organisations directly. We can then approach each organisation with either our digital offer or a proposal to share ideas and collaborate. The aim would be a mutually beneficial informal alliance, forging closer partnerships with other organisations. The service we offer depends on the funding we have available, yet this form of targeted outreach allows us to solidify our work with the VRU, whilst also forming our own relations with grassroots organisations across the Capital (see flowchart and outreach table below):



Borough	Organisation	Status
John Lyons: Barnet	The 4Front Project Ltd	Taught once in 2019 and have since reached out with digital offer.
John Lyons: Brent	SAAFI	Reached out with digital offer.
John Lyons: Camden	Urban Community Projects	Reached out with digital offer.
John Lyons: Hammersmith & Fulham	The VIP	Reached out with digital offer.
John Lyons: Kensington & Chelsea	Making Communities Work & Grow	Reached out with digital offer.
Croydon	Croydon BME Forum	Have worked with previously. Becky to coordinate with contact.
Enfield	Communities Against Violence	Reached out with digital offer.
Greenwich	Damilola Taylor Trust	Trustee has previously been in contact - Becky will connect.
Hackney	Voyage Youth.	Stepwise.
Haringey	Godwin Lawson Foundation	Reached out with digital offer.
Islington	Prospex	Reached out with digital offer.
Lambeth	Dwaynatics	Reached out with digital offer.
Lewisham	South London support services	New.
Merton	Unique Talent	Have had an initial meeting to discuss future collaboration.
Newham	Ambition, Aspire, Achieve	Reached out with digital offer.
Redbridge	Chaos Theory	Reached out with digital offer.

²³ UNHCR. (2020). Grassroots organisations as just as important as seed money... <https://www.unhcr.org/innovation/grassroots-organizations-are-just-as-important-as-seed-money-for-innovation/>

Southwark	Southside Young Leaders' Academy	New.
Tower Hamlets	Streets of Growth	Reached out with digital offer.
Waltham Forest	The Greenleaf Trust Ltd	New.

Five of these boroughs are part of the beneficiary area, yet we have the flexibility to use our pre-existing network of grassroots organisations to work with the others, either to bolster, re-ignite or initiate targeted partnerships across London.

We currently have over 100 grassroots sessions across the UK that have been paid for and need to be delivered. It is therefore a critical time to implement this strategy: collaborating and strengthening relations with grassroots organisations across the Sector.

6 Digital Engagement

Due to the Covid-19 pandemic, our face-to-face sessions have had to pause. It is vital that we continue to work with young people, ensuring that they can equip themselves with the skills required to deliver lifesaving first aid. Injuries can occur at home or in the community for a number of reasons, and the key drivers for violence remain a big issue in our society.

There are **three** key benefits of digital resources:

1. Enabling us to reach the most vulnerable young people, who previously were unreachable due to capacity issues, geography or lack of visibility
2. Financial: preventing further loss due to the hiatus in delivery
3. For StreetDoctors to remain relevant to our partners and young people at such a critical and unprecedented time

Digital engagement ensures that we can still provide our unique intervention but will do so safely, adhering to social distancing guidelines whilst also adapting safeguarding procedures to an online context.

The Roadmap

1. Work with our existing partners to see if they wish to transition their packages to a digital format
 - a. Greenwich and Lambeth are new partners: consider whether these partners would agree a digital package to begin with
2. Targeted borough outreach based on proposed recommendations
3. Grassroots: target VRU partner organisations with our digital package

Funding

- As this goes to print, we are awaiting the outcome of the YEF bid. This will significantly impact both the digital resources available and on our plans for rollout.
- As of June, we have lost £50k in expected delivery for this year. It is critical that we rollout digital resources quickly and efficiently in order to make up for some of this loss.
- All commissioned packages will remain flexible, with ongoing content being developed to enrich them and the possibility to pivot back to face-to-face should that become an option post-lockdown.

7 Sector Outreach

A central strategic goal for StreetDoctors is to 'deepen and strengthen' our impact and an important method of doing so is to forge partnerships across the Sector. Collaborating with other organisations will bolster StreetDoctors' position as a critical player in the field whilst also allowing us to continue advocating for 'a public health trauma informed approach for working with young people affected by violence' on a wider scale.²⁴

Our strategic report (2018-22) identifies some of the interventions we work closely with such as: Redthread, MAC-UK, Leap Confronting Conflict, the Youth Violence Commission and The Growing Against Gangs and Violence (GAGV) educational programme. All of these organisations are London-based and since policies are decided in the Capital, geographically, this area has a lot of power and consequently is where we can raise our profile.

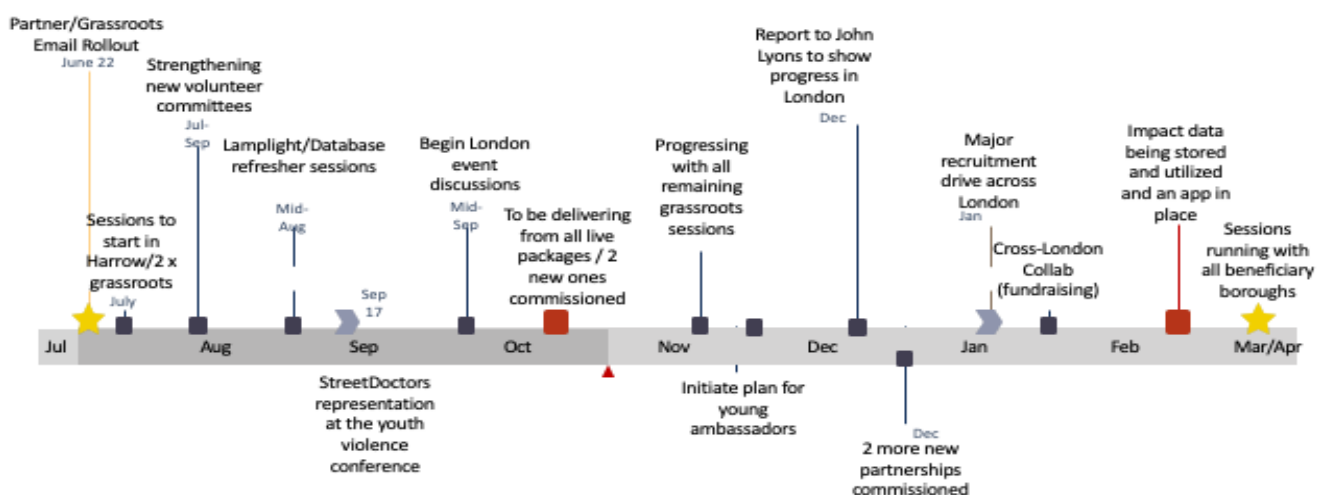
To expand our reach and impact, there are **three** avenues for outreach in London:

1. The London Policy Network: to improve network and sector visibility, promoting a public health approach and staying informed about policy decisions.
2. Neighbourhood Safety Boards: to ensure that we remain aware of unique issues and problems within the borough and/or funding opportunities that are specific to the local area.
3. Smaller Sector Initiatives: continuing to raise our profile and collaborate with relevant partners in the Sector. This will increase opportunities for joint support in collective influencing work.

8 Recommendations and Next Steps

Working closely with partners and volunteer teams to feed their insights into this report has led to a series of key recommendations for the StreetDoctors team to consider. These are structured in terms of area and the benefit for doing so. This period is a critical time in which we can strengthen our operations so that once out of lockdown, we are prepared for an efficient and prosperous start to the final quarter of 2020.

NB: Recommendations and priorities to be reviewed (see next steps) before action plans are disseminated and implemented across the Capital. A detailed London project timeline will be created following this using *Forecast* – a project management tool, based on the following plan:



²⁴ StreetDoctors Strategic Plan 2018-22.

Volunteers

Recommendation	Benefit
Cross-London Collaboration and cohesion between teams: - one centralised calendar: teams can see what London delivery looks like, when universities have exams and if other teams need help - cross-London fundraising events - Cross-London TL meetings twice a year so different London teams can come together (alongside meeting TLs quarterly)	All teams have said they want to engage more with London teams and have “a real sense of London StreetDoctors”: - a calendar will enable teams to help each other - cross-London fundraising will provide a competitive edge whilst also raising publicity across the Capital - meetings will allow the teams to keep up with centrally based challenges, whilst also increasing cross-team cohesion in London with different TLs on the same call
Increase team capacity by extending to other professions	A key objective for StreetDoctors has been to expand our volunteer pool to include other professions – we need to ensure this remains a priority
Annual team Workshops to reflect on past goals and ensuring volunteers are involved in planning/ are engaged with HQ	Teams all expressed a need to have a space where they can reflect and discuss ideas for their team going forward – we should be facilitating this
Coordinating teams across London to help out if one team feels overwhelmed	Individuals live across London and so one area may be easier for them to get to than another
The comms role to also act as a StreetDoctors Champion , working on publicity to entice other healthcare professionals	There are pockets of knowledge about StreetDoctors, but awareness can be improved upon whilst also expanding our volunteer pools.
Digital refreshers for volunteers who haven't taught in a while	They expressed a concern that some are nervous after a hiatus in teaching, will encourage engagement
A greater alliance between South West and West teams to increase their outreach.	Both teams need more support from HQ so will ensure they feel supported whilst also expanding their reach and output
Consider joining the Student Union on a team by team basis. West London and East London for instance want to become part of the SU.	Will ensure greater publicity across the university and also provide the team with further support
Continue to provide Annual Impact Sheets	Greater engagement, awareness of their achievements and efforts: maintains interest in StreetDoctors

Delivery

Recommendation	Benefit
HQ to support volunteer teams with initially finding partners	Volunteers will feel more supported and will ensure greater teaching output
Use digital sessions to introduce new partnerships	Greater awareness of StreetDoctors and extends our reach into new areas
Have a StreetDoctors presence in all nine beneficiary boroughs	This is essential due to funding and also because these areas are in the greatest need for our work

Partners

Recommendation	Benefit
Diversifying our income by taking a borough-by-borough approach	A custom hyperlocal approach allows us to consider the unique landscape of each and what the most effective partnership in each area would be
A focus on youth groups and earlier prevention	Will have a greater impact if our intervention reaches the young person before they enter the criminal justice system
Re-engage with previous partnerships across London	Expansion

Grassroots

Recommendation	Benefit
Work more closely with the VRU to connect with other organisations in the youth violence prevention sector	Strengthens our relations with the VRU whilst also forging connections with other partners in the Sector, these collaborations will allow us to have a greater influence
Incorporate Unique Talent's training into the volunteer handbook.	Gives volunteers a better understanding of the psychology behind carrying a weapon whilst bolstering the connection with an important grassroots organisation
Emphasis on rolling out sessions to the grassroots organisations that have reached out to us	Supports the organisations by bolstering partnerships which should be mutually beneficial
Young people ambassadors per delivery partner. On website "nominate my school" button for instance	Ensuring that we are led by young people's voice to target our grassroots outreach. They know their communities - where should StreetDoctors be?
Offer grassroots packages to use up the sessions we have in the pipeline e.g. Waitrose	We have a backlog of grassroots sessions and this will help to get them delivered and accounted for whilst also strengthening partnerships

Outreach

Recommendation	Benefit
To stay connected with London policy impacting the youth sector	This is critical for two reasons: to be aware of any policy changes which will affect our young people and also, StreetDoctors has a unique insight and dataset which we should share
Attending local sector events	Grows local community support
Being a regular part of neighbourhood safety boards in the John Lyons beneficiary area	Keeps awareness of these boroughs and ensures they remain a priority
Ensure that we provide more opportunities for young people with lived experience of violence within the organisation	Young people should be at the centre of what we do, and this will ensure that our advocacy is informed by them and their experiences
Organise an event for StreetDoctors and our volunteers in the City of London	Will ensure that we reach more young people, raising publicity and bringing London teams together, with the eventual aim to find a long-standing partner in this area
Give young people badges for outstanding work when they complete our session (at the volunteer's discretion)	Increases engagement and awareness of StreetDoctors

The Database

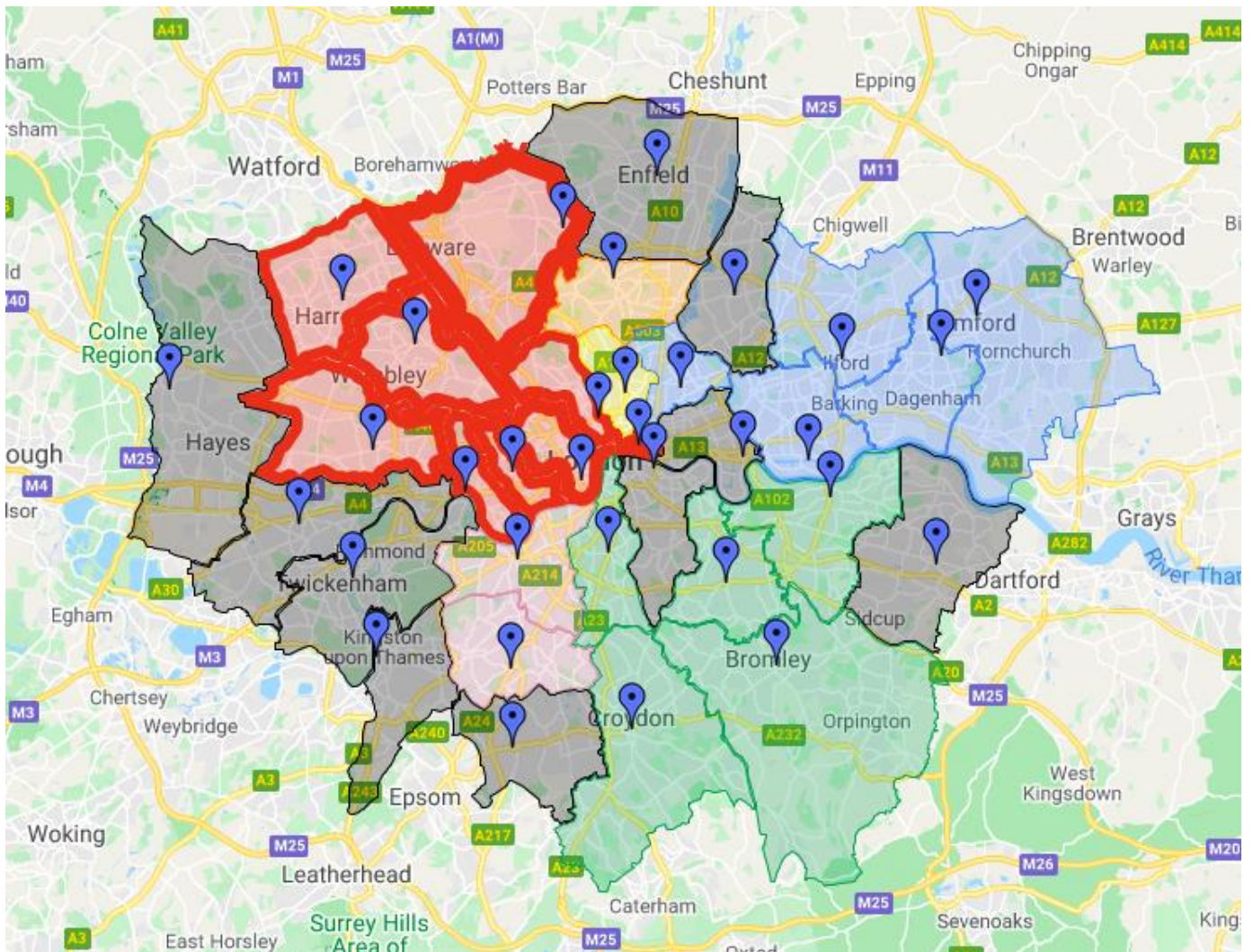
Recommendation	Benefit
Lamplight input : - make sure places are specified	The location isn't always filled out on Lamplight – the importance of this <i>has</i> to be emphasised to future impact specialists
Code the DP package and volunteers can use this coding when they input their data	Would enable us to keep track of packages and the delivery partners we work with
Notifications so teams know when a session has been added and if it needs to be filled	It will save TLs from messaging individually to try and get sessions filled
Lamplight digital refresher sessions with NVC	Volunteers find Lamplight quite tricky to use and often it falls on the team leader to constantly show their team how to use it. We can provide further support from HQ and keep up engagement
Data is split between live packages on a database spreadsheet and then where sessions were held on Lamplight – need some uniformity between them.	Our impact data is so important – it needs to be better organised so we can better assess it and share our findings. Perhaps we have a merged spreadsheet between the two.

Next steps

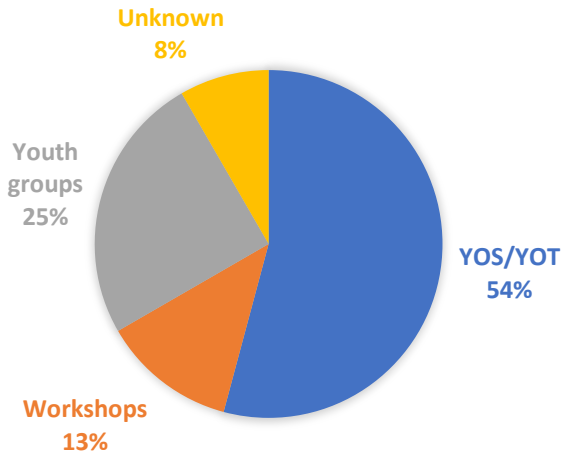
1. For senior management to review this Strategy
2. Analysis of partner and grassroots action plan with senior management team
3. Volunteer teams to receive impact sheets and executive summary of this strategy
4. Feedback from the StreetDoctors team
5. London Launch on social media (30.06.20)
5. Present strategy to the trustee board
6. A master timeline to be created including actions from both partner and volunteer plans and the recommendations listed in this Strategy on *Forecast*.

APPENDIX A

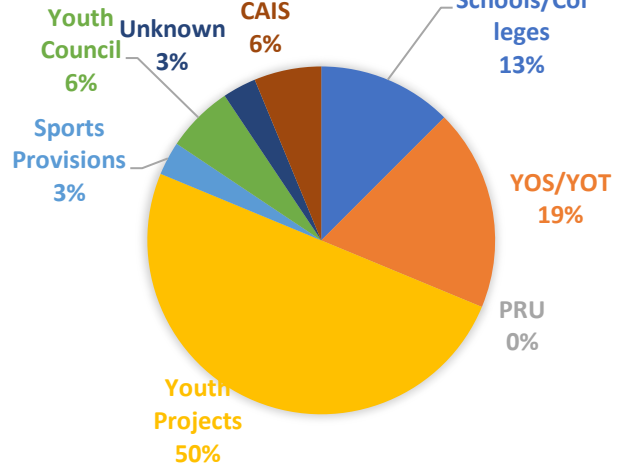
[Interactive London Landscape Map](#)



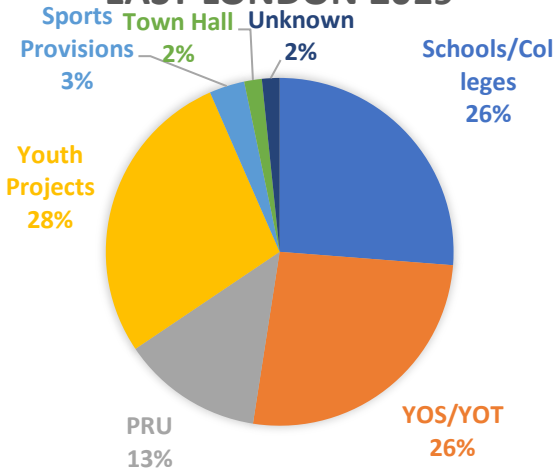
**TYPE OF DELIVERY PARTNER:
NORTH LONDON 2019**



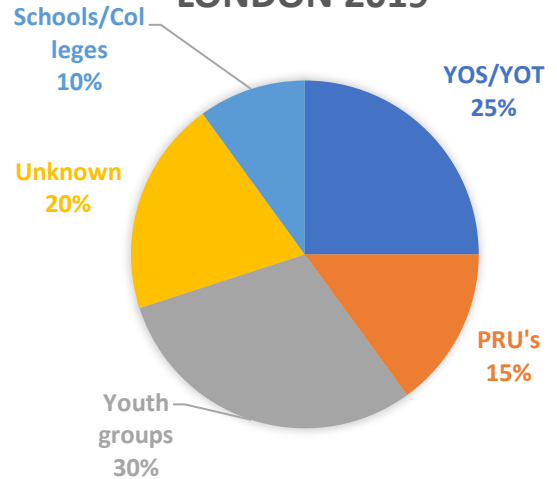
**TYPE OF DELIVERY PARTNER: NE
LONDON 2019**



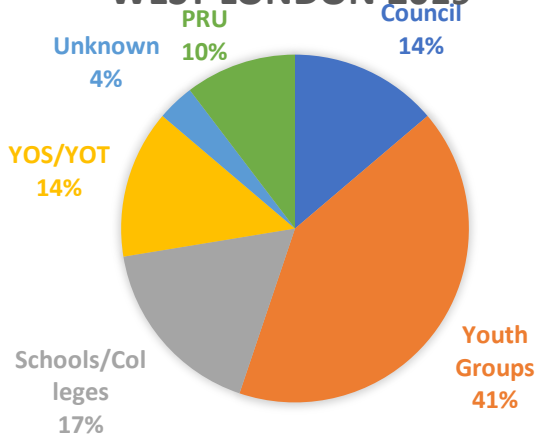
**TYPE OF DELIVERY PARTNER:
EAST LONDON 2019**



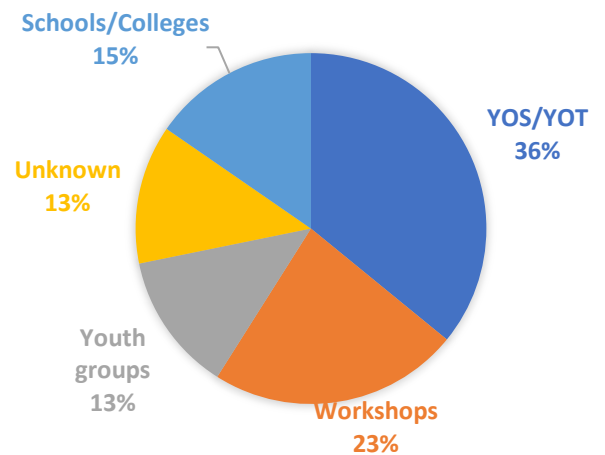
**TYPE OF DELIVERY PARTNER: SW
LONDON 2019**



**TYPE OF DELIVERY PARTNER:
WEST LONDON 2019**



**TYPE OF DELIVERY PARTNER:
SOUTH LONDON 2019**



APPENDIX C

Workshops were undertaken with all teams and mindmaps were created using Google *Jamboard*. Results are collated into the table below:

North London	<ul style="list-style-type: none"> - Keen to keep the momentum up re recruitment - Want monthly check-ins with all London team leads - Has good relations with partners - Keen to run sessions with other teams - Doing nominations and electing people at the same time makes recruitment challenging
East London	<ul style="list-style-type: none"> - Wants to engage more with the SU and have a new welfare role - Needs greater support through the summer period after elections - Wants to integrate London more and have more socials and team awards - Needs more support with delivery partner issues - Commute is too far for the B&D/Havering packages
South London	<ul style="list-style-type: none"> - Have been approached by lots of DPs: there's lots of sessions and a good variety - Working with other teams has been helpful - The importance of keeping the team feel and spirit - It helps when you know people in other teams to organise
West London	<ul style="list-style-type: none"> - Sessions are well reviewed but team cohesion and organisation lacks - Good sessions because "we're a smaller team" - Have enough support from HQ but need other ways to engage the team - Keen to link with the SU - Would be helpful to get notifications from Lamplight
SW London	<ul style="list-style-type: none"> - Really enjoy national events and feel that there's enough support from HQ - Want to have more longstanding partners (great for potential outreach) - Specialist refresher days would be helpful - Need a big push for recruitment in Sep 2021 - Strong take up at the start but then engagement starts to lag (consistent sessions to help with this) - Formalising cross-London collaboration would be great, enjoy working with other teams
NE London	<ul style="list-style-type: none"> - Need more recruitment ideas as fresher's fair hasn't been particularly successful - Enjoy working with other teams and sharing responsibility across London - Real lack of engagement from the team - The team's so small that potentially it may need a relaunch if we can't get volunteers to carry on
Individual	<ul style="list-style-type: none"> - Need more support with delivery - Keep track of hours to give teams awards - Find it helpful when HQ get in touch individually

APPENDIX D

Example of volunteer impact sheet:

