

Date: Friday 23 March 2018

Location: Committee Room 3, City Hall

Hearing: JUSTICE MATTERS – Knife Crime

Start time: 10am

Finish time: 12:05pm

Members:

Sophie Linden, Deputy Mayor for Policing & Crime, (Chair)

Rebecca Lawrence, Chief Executive Officer, MOPAC

Dr Paul Dawson, Research Manager, MOPAC

Guests:

DCS Sean Yates, Metropolitan Police Service

Alisa Flemming, Cabinet Member for Children, Young People & Learning, London Borough of Croydon,

Hamida Ali, Cabinet Member for Communities, Safety & Justice, London Borough of Croydon

Florence Krol, Director of Children's Services, Royal Borough of Greenwich

Mike Sheridan, Regional Director, London, Ofsted

Sherry Peck, Chief Executive Officer, Safer London Foundation

Alex Hillier(?), Support Worker, Safer London Foundation

Mr Duncan Bew, Clinical Director of Major Trauma, King's College Hospital, Co-founder of Growing Against Violence, representing the London Networks

Lillian Serunkuma, Community Representative

Eliza Rebeiro, Chief Executive Officer, Lives Not Knives

Alisha Bryan-Fidoe, Lives Not Knives

Dr Jeff Halperin, Head of Psychology, Camden and Islington NHS Trust

Dr Richard Grove, Team Leader, Project 10/10

Sophie Linden (Deputy Mayor for Policing and Crime) (Chair): We meet today for a Justice Matters which is focusing on knife crime and in particular bringing together organisations and the public sector around what we can do, what we are doing already, but what more we can do around ensuring that we get on top of, and really get some of the proper early intervention and prevention into the system.

This is a public meeting. It is being webcast. So just to make you aware of that. We are very pleased that we have got a number of different organisations around the table. Maybe if we just go around and introduce ourselves. I am Sophie Linden. I am Deputy Mayor for Policing and Crime.

Paul Dawson (Research Manager, MOPAC): Paul Dawson. I am the head of research at MOPAC.

Mike Sheridan, (Regional Director, London, Ofsted):

DCS Sean Yates (Metropolitan Police Service): Sean Yates. I am a detective chief superintendent with the Metropolitan Police Service and leading on the Metropolitan Police Service response to knife crime in Operation Sceptre.

Sherry Peck (CEO, Safer London Foundation): I am Sherry Peck. I am the Chief Executive for Safer London.

Rebecca Lawrence (CEO, MOPAC): I am Rebecca Lawrence. I am the Chief Executive at MOPAC.

Lillian Serunkuma (Community Representative): Lillian Serunkuma, and I am the mother of a victim.

Eliza Rebeiro (CEO, Lives Not Knives): I am Eliza Rebeiro, and I am the founder and CEO of Lives Not Knives.

Alex Hillier (Safer London Foundation): I am Alex Hillier, a support worker at Safer London.

Dr Jeff Halperin, (Camden and Islington NHS Trust): I am Jeff Halperin. I am a psychologist. I am the Head of Psychology for Camden and Islington Mental Health Trust and very much representing a mental-health perspective.

Dr Richard Grove (Team Leader, Project 10/10): I am Richard Grove. I am a clinical psychologist and team leader for Project 10/10 which works with young people affected by gang involvement.

Hamida Ali (Cabinet Member for Communities, Safety & Justice, LB Croydon): Hamida Ali. I am a councillor for Woodside Ward in Croydon and the cabinet member for Communities, Safety and Justice, and that includes leading on community safety for the local authority.

Florence Krol (Director of Children's Services, Royal Borough of Greenwich): I am Florence Krol. I am the Director of Children's Services in Greenwich and I was Assistant Director in Hackney for Young Hackney.

Mr Duncan Bew (Clinical Director of Major Trauma, King's College Hospital): I am Duncan Bew. I am trauma surgeon and Clinical Director of Major Trauma at King's and the South-East London Network. I am representing the London Networks. I am also the co-founder of Growing Against Violence, which is a public-health educational charity going into primary and secondary schools.

Sophie Linden (Deputy Mayor for Policing and Crime) (Chair): Thank you very much for coming.

Tackling knife crime and the violence on the streets is an absolute priority for myself, the Mayor and the Commissioner, and this is part of a series of meetings, but also a series of actions and part of this Knife Crime Strategy that we published in June. This is just one part of it and we have had many discussions and meetings in City Hall but also in the community, and I have also attended many others. We have been in Camden this week as well as Southwark and Peckham to talk to them about how boroughs are implementing the strategy, implementing their action plans. However, today I would like us to focus on what we can do in terms of prioritising action, learning from good practice that has happened in the past, and ensuring that we are joining up as much as possible.

It is incredibly important to me that we are absolutely aware that when we talk about knife crime we are talking about people, we are talking about individuals and families. We have had some terrible murders on the streets of London this year and last year, and we absolutely recognise that we have a problem in London, and there is a problem across England around knife crime and violence. I am really pleased that Lillian is with us today to give us her incredible experience and her views around knife crime because of her son, Quamari, who she lost last year. So, thank you very much, Lillian. Would you like to tell us what you think and your opinion in your experience?

Lillian Serunkuma (Community Representative): This is the second of the meetings I have attended. I was very interested to follow up on the previous knife-crime launch that you had. More for me, it is what we are implanting, rather than what we are talking about. I think for me it is a case of wanting to see things actually happen. I have seen everybody talking a lot. We all have ideas on what needs to be done, but it is just getting things implemented. Hence why I am very keen to come and take part in discussions.

For me, we were very lucky. We had a lot of support, not only from the police but everyone that was dealing with us at the time. I think also the fact that there was a lot of coordination in terms of even just the community being willing to support, give information. It just meant that in our situation, the case was dealt with a lot quicker than what some other parents have to go through.

From my experience, I have spoken to a lot of other parents who have also lost kids and, from what I can gauge, it is not always the same service all through, and not everybody always gets the same result. So, it is working on improving that. Also working on improving the service

people receive after the fact. At the time when you are going through it, you just have to go through the motions, but once everything is finished and the case is done, there are a lot of parents out there who do not even know where to go or what to do next, and it is just working on that support mechanism for them.

Sophie Linden (Deputy Mayor for Policing and Crime) (Chair): In terms of victim support, it is definitely something that has been raised with me by a number of bereaved families. I have been working with the Victims Commissioner around the homicide victim support and I really understand that after the court case, it feels like a cliff edge; what support is there for families once the court case has come through?

Lillian Serunkuma (Community Representative): Yes.

Sophie Linden (Deputy Mayor for Policing and Crime) (Chair): I just wondered, you said at the beginning that you were very interested in what action was taking place.

Lillian Serunkuma (Community Representative): Yes.

Sophie Linden (Deputy Mayor for Policing and Crime) (Chair): We will talk about that later. I was wondering what type of actions you would like to see, or that you have seen that you think is really good.

Lillian Serunkuma (Community Representative): For me, I think we need to do a lot more work about preventative measures. Also, how knife crime is actually categorised. It is looking at the person. I would say that a knife is the weapon of choice, but actually it is the person behind it and working with young people and maybe offering more help. It is good to see psychologists at the table and everyone working together because it is learning what triggers these young people off and learning why they would make such drastic choices in life.

Sophie Linden (Deputy Mayor for Policing and Crime) (Chair): So you are talking about not just looking at the weapon that they use, but actually looking at why they pick up the weapon and why they do it in the first place.

Lillian Serunkuma (Community Representative): Why they are doing it in the first place. Yes.

Sophie Linden (Deputy Mayor for Policing and Crime) (Chair): That is incredibly important. How about working in schools? Are you looking at that in terms of action in schools?

Lillian Serunkuma (Community Representative): For myself, to be honest, I have been working more on just even getting myself back to a good place. The one thing I have noticed is that there are a lot of organisations who are all offering a service. I have spoken to so many of them, but everyone seems to be working in a silo. They are all working from different angles and really it is just a matter of people coordinating better. The boroughs should know what is available in their area. They should have that listing, and they should be working with those voluntary organisations to support them, make sure that things are done properly and, obviously, financially, money cannot always be spent in the way we want it to be spent, but

what we have we can work on and improve. I think it is working rather a bit smarter rather than harder around everything.

Sophie Linden (Deputy Mayor for Policing and Crime) (Chair): OK. Thank you. Thank you very much for coming today. Do join in. It is not just this moment, so please do. Thank you very much.

I think what you are describing is what people talk about as a public-health approach in terms of really looking at the causes and the drivers, as well as looking at the weapon. Actually looking at the causes and the drivers. I know there are many boroughs in London that are working on this and have done for a number of years. That is why we have invited Florence along. Although she is in Greenwich at the moment, she was instrumental in setting up a gangs unit in Hackney which really did look at that. I just wondered if you could outline what happened there.

Florence Krol (Director of Children's Services, Royal Borough of Greenwich): I think your point, Lillian, about working in silos and all different organisations all working differently and not together really resonates with the experience in Hackney.

So, I started in Hackney in 2006. I was the Youth Offending Team (YOT) manager then. There was real huge gangs' problem in Hackney. There was an increase of gun crime, an increase of knife crime. A real concern. So, we set up this gun and gangs sort of floor-target action plan. Everyone went off with all sorts of different actions and things were not changing. So, there was the Youth Offending Team, there was the police, there was Community Safety, there was voluntary and community sector (VCS), and it really was not joined up. Even though the intention was joined up, and even though strategically it was joined up, it was not joined up in the delivery.

So, it is interesting. I pulled out a timeline from that time of a presentation I did some years ago and there were a number of murders from 2006 to 2009 of young people under 18 and a very distressing rape that happened as well. So, in 2009, all these various different police initiatives, youth-offending initiatives VCS initiatives. The Chief Executive, the Borough Commander and the Director of Children Services at that time, we all got together and we thought, "This is just not working. Something is not working here".

So Karyn McCluskey from the Scottish Violence Reduction Unit came down and talked to us all, and we absolutely had buy-in from chief executive, from lead members, from the Mayor at that time, to really think differently about how we approached things. So, the intention and the motivation was there, but we still did not quite get it right. We were still working in silos, still working not completely joined up in practice. Joined up strategically, but not in practice.

Then in 2010, there were two further murders. A young man that we had known for some years in Children's Social Care and a young woman who was murdered in 2010 outside of a chicken shop. I remember standing outside Hackney Town Hall and speaking to the Borough Commander at that time and saying, "We have got to do something differently. This is just not good enough. We have got to do something differently".

So, we decided that what it needed was coordination in practice, not just coordination strategically. We designed and developed the Integrated Gangs Unit. What was important about that unit, that it was co-located. Everybody was working day-by-day together, and there was one person tasking everybody, and one person pulling this all together. We appointed a lead for that and it was an ex-borough commander, and put together Community Safety, Youth Offending Team, police, VCS and probation officers in one unit that all had to have their direction on a daily basis from that one project manager.

It was hard. It was really hard getting everybody to go into this unit. It was hard getting BT to lay the cables for the ICT equipment for all the analysis work, but it developed the analysis, it developed the practice, which was both enforcement and engagement. So, it was not an either/or. So, we engaged, we identified top 100 young people that were involved in gangs. We did some really detailed mapping and analytical work. Pulled together that analytical work, and those people we were going to target and offered support. If support was taken police worked alongside to either get back into school or to get a job or to engage in activities and youth services, if behaviour continued, there would be more intensive enforcement from the police. The police and youth workers worked together hand-in-hand, day-by-day, and I am really pleased that that model is still in existence in Hackney. I think one of our challenges is about sustaining good practice and keeping it going and not taking our eye off the ball.

Hackney at that time was constantly in the top quartiles of serious crime. It is now more in the middle. It is sustained. Crime came down 33% in that time. Certainly, there was a significant impact.

I could talk for ages about detail, but the last thing I want to say really, and then questions, is that the Gangs Integrated Team was really important. It was really important to bring those things together but it absolutely took governance as well. We met with the Chief Executive, the Borough Commander, the Director of Children's Services, the Mayor and the Lead Member absolutely on a monthly basis. We would be challenged by them. What difference is this making? How do you know what difference? What are you doing about this? That constructive challenge. We had monthly project board meetings, so there was a really tight governance around the project as well.

The second thing is the context was really important. So not only was the Gangs Unit established, that integrated model, but schools were improving in Hackney. The Reclaiming Social Work model in Hackney that absolutely believed in families staying together and not removing adolescents into care, we absolutely believed that didn't work. There was a lot of regeneration work happening in Hackney. So, there was a number of things that happened together and the Mayor and the Chief Executive really held that bigger picture of all those different things working together. So, I think the Integrated Gangs Unit was a very successful model in terms of people really working together in practice and a very good governance structure and a very good model of practice.

There was also a systemic family therapist and access to Child and Adolescent Mental Health Services (CAMHS) within that model. I forgot to mention that. There was a context of a whole system approach.

Sophie Linden (Deputy Mayor for Policing and Crime) (Chair): Thank you. That is obviously the Gangs Unit very much focusing on gangs. What we see from the figures that we

have at the moment is that that gang-related knife crime, although where it is happening it is very severe, and in terms of the violence attached to it, however it is decreasing at the moment in terms of gang related. What do you think the lessons are in terms of that unit and the governance and the integrated unit? The lessons from that unit are to actually implement that for a Knife Crime Strategy. How do you deal with the bits that are not gang related?

Florence Krol (Director of Children's Services, Royal Borough of Greenwich): Alongside that was a lot of work in schools. So, we had a big prevention model of Young Hackney units being based in schools and schools working in a prevention model and a whole-family approach. As few professionals as possible involved. So, the unit, the YOT workers in the unit, one of the lessons that I think to learn is that there was not somebody else who held the statutory order; they held the statutory order.

I think sometimes we have too many professionals all involved with the same family. So, I think there is something about the few professionals but they take a whole-family approach; they work with the whole family. So, they work with siblings, they work with the parents, they do not make lots of referrals to lots of different people and you have to trust that those people are working with that whole family and give them the skills. So, they all had systemic family therapy training, they had motivational interviewing training at that time. So, I think there is something about, yes, it needs governance, but those workers also need really highly skilled training. They did not get into a pattern of crisis and risk thinking they need to make a referral to Children's Social Care and that Social Care have got all the answers of everything and remove the child from the family. That does not work. I think it can make matters worse. I think the work in schools is critical.

I think the prevention work in schools is absolutely important and the emotional health and wellbeing of children; they are concerned themselves. I had a participation group last night. You know, they can tell us all sorts of things about what is going on. They are concerned about their safety on the streets and we need to listen to them and talk to young people as well. One of them told me last night that she was told she has got to revise and remember ten poems. She said, "What good is that going to help me on the streets when I am worried about knife crime? What I want to know is about how to cope with life in its widest sense, and there is nowhere about how do you get a bank account, how do you cope with friends that are having problems? How do you cope with emotional wellbeing?" and that was not being discussed in school.

Sophie Linden (Deputy Mayor for Policing and Crime) (Chair): We are going to be coming on to that in terms of the schools. I am really glad we have got Mike Sheridan here from Ofsted. Obviously, that is part of the picture. Not all of the picture, but we will be coming on to that work in schools.

You have mentioned mental-health services and systemic family therapy, and the therapeutic side of that, but not so much the sort of acute side and what links you might have had. We have got Duncan Bew here. I just wondered if there was anything there?

Florence Krol (Director of Children's Services, Royal Borough of Greenwich): At that time, there was also some very interesting work starting. Red Thread? Many of you will know Red Thread and that work that happens in hospitals. The principle there is teachable moments.

That at that time when there has been a trauma incident or something has happened, that working with that person and their friends and their family – it is not just that person – can help use that moment to access support and access other services.

So, I think that certainly that was a lot of our thinking. After an incident, that Gangs Unit would also go and work with the community and have a strategy around individual communities or a school, if something had happened, and go in and know that community and work with the school, so to try and prevent things escalating. So, it is a whole-systems model at many, many layers. It is not just one thing that works. It is a combination of things that come together that have to be seen as a whole picture of a system. That is my thinking.

Sophie Linden (Deputy Mayor for Policing and Crime) (Chair): Absolutely. I think every borough now has a borough action plan around knife crime or should have. That is what we are checking at the moment. Every bit of that whole system.

Florence Krol (Director of Children’s Services, Royal Borough of Greenwich): I think that it joins up strategically. I am not convinced that we are really joined up in practice. That is my own borough as well. I think to get that shift and to achieve it is really difficult. People do work in silos. Practitioners work in silos. You have to change some leadership sometimes. Sometimes initially people do not like it, as I said about the Gangs Unit. The workers in the Youth Offending Team, the police officers, it took some really skilful leadership to get them in the same room and that they were going to work together. We had been used to working together in the YOT, but working together can look like a desk over there and a desk over there, but actually not talking. This was tasking every single day, working together, absolutely properly together in practice operationally, not just in boards.

Sophie Linden (Deputy Mayor for Policing and Crime) (Chair): That does lead us on to Duncan, because you have talked about Red Thread and the Mayor has announced £1.4 million to continue the work in trauma centres but to increase the number of Accident & Emergency units that will have a youth worker. It may not always be Red Thread I have to say; there are other organisations.

Florence Krol (Director of Children’s Services, Royal Borough of Greenwich): Yes. Lots of good organisations.

Sophie Linden (Deputy Mayor for Policing and Crime) (Chair): But Red Thread are absolutely in the major trauma centres, which is fantastic. Duncan do you want to ...?

Mr Duncan Bew (Clinical Director of Major Trauma, King’s College Hospital): Yes. I agree with everything that has been said. I think sustained multi-professional collaborations that really create generational change, not just in attitudes but also in behaviours, are really key. Also, really for us to genuinely understand what the threat the young people are facing, we can only do that by listening to them and talking to them, engaging with them and really understanding that threat. That is so important, I think, not just for strategies now, but also in ten years' time the relevance for that.

I think that the silo issues are really significant and within healthcare, within the formation of the trauma systems, we were very much seen as being there to deliver care to people who had

been injured and to respond to that and get people back to their lives as best we can. Actually, within healthcare we have really, really important role to play also in prevention, as we all do within our partnerships.

Just to shed a little bit of clarification on some of the glossary of terms, major trauma centres for civilians have been a relatively new concept globally. Only since the late 1960s in the United States. The major trauma centres in the United Kingdom were only set up after a government review in 2011/2012. We have major trauma centres, of which there are 23 around the country. We also have trauma units, which are then part of networks of care, which feed patients in and around those major trauma centres. We work in collaboration with all of our partners in that. We also have local emergency hospitals.

So, we have had real strengthening of our importance on secondary prevention and the work particularly of Red Thread, but also of St Giles and lots of other voluntary organisations within the major trauma centres, to be able to identify people who are at risk, but also not just those who have been injured, but those who potentially may be at risk. One of the really key things, of course, is to not necessarily wait until someone has been injured before we can intervene. We will identify people who have had a low level of injury, which has not been life threatening or life changing, but is an indication that they are at a much higher risk of having a significant injury, and that is the real key of that clarity of information and data sharing across that piece.

Again, not to see it in siloed mentality as just people who have been injured across that breadth of adverse childhood experiences. We know that for those people who have had more than five or six adverse experiences, that seventh or either may be a life-threatening or life-changing event. So, as well as Red Thread operating in not just the major trauma centres but also the trauma units out in the network that feed into London, also work in the local emergency hospitals and with adolescent outreach groups to actually identify and talk to young people who are on the cusp of getting involved with other activities, or indeed at risk of school exclusions.

As well as that preventative work in the secondary sense, our interlink with education is very important. We work with all of the different partners who are providing education, not just in secondary schools, but really importantly in primary schools. One thing we have really been doing with Growing Against Violence is trying to work with SAPHNA, the School and Public Nurses Association, as well, to provide lasting safeguarding supporting and signposting and support of all kinds to children. Not just around knife crime, but around all forms of violence.

One of the things that we found through safeguarding in both the schools and across in the hospitals is that inextricable link with sexual harassment and other forms of violence, and the difficulties around engagement with literacy online as well as with each other in the classroom. There really is a very difficult transition between primary and secondary school. To coin the phrase that was already used around the cliff edge, Anne Longfield, the Children's Commissioner, described that transition being very, very difficult between primary and secondary education.

So, I think the more that we can understand that in healthcare and those people who are at threat, the more we can data collaborate around those people who are at risk in a very safe and appropriate way. I think it is really, really important. The way that feeds back into hotspots of activity, the changing in the nature of that threat that young people are facing is very difficult and very, very important, because unless we really engage with young people and listen to their

voice, there is a risk that we will implement a strategy and by the time it is implemented, it will already be out of date from the threat that they will be facing. So, it is a very dynamic thing, and I think the partnership we are describing today has to be sustained, not just for what the threat is now, but what they may face in the future.

Sophie Linden (Deputy Mayor for Policing and Crime) (Chair): You talk about data sharing and I think Florence talked about teachable moments as well. We had the information sharing to tackle violence, which is in nearly every accident and emergency unit including the trauma centres. What else do you think we ought to be doing? Because that has been hotspotting and has led to action and operational activity and really good operational activity around that. What else do you think that needs to happen in terms of that data sharing?

Mr Duncan Bew (Clinical Director of Major Trauma, King's College Hospital): So I think what we really need to understand are the unknown unknowns; the people who are at risk who are outside of those data sets. Those data sets only represent the people who have been put into that data set.

To think about the boundaries that we define people in as being at risk. What is a young person? What is a child? The World Health Organisation (WHO) definition of youth violence is actually 11 to 29. That is quite broad group. Indeed, the age ranges within which many of the voluntary-sector organisations, and ourselves as healthcare workers, often operate are different, and there are people who are outside of those timeframes.

Also understanding for instance the London Ambulance data is just London Ambulance, and in fact 30% to 40% of our patients self-present at the hospitals, so that will not be ambulance data. The national data set that we put our trauma data into will identify people with significant injury scores, but in fact people under three days in hospital are excluded from that. So, 40% of our patients who are shot do not come into the national trauma data base.

So, the information sharing that has been going on through MOPAC and through the Home Office around low levels of injury in a much finer degree I think is so important. What we do not do is just rely on one data set but really understand the limitations of it to make sure that we are genuinely capturing those people who are at risk.

Sophie Linden (Deputy Mayor for Policing and Crime) (Chair): I should have also asked you because you mentioned "adverse childhood experiences". I do know what it is, but can you just explain in terms of what that means and what that impact is and why that is so important in terms of looking at that?

Mr Duncan Bew (Clinical Director of Major Trauma, King's College Hospital): So I think what it really is to not just look at this problem as being a knife-crime problem. Not just to look at it as one form of violence, but look at all forms of interpersonal violence and the threats that children face in the home from domestic violence, from inappropriate sexual activity and harassment of all ages, from difficulties they face within their families because of the problems with austerity and all of the other different problems around schools, around school exclusions. I think it is really broadening that scope of the understanding of the challenges that children face is just so important.

We have recently mapped out the firearms injuries that we have coming into our hospitals around South London, and there is again an inextricable link with poverty and with all of the same adverse childhood experiences that we know that people face in those safe areas. So, I think again not focusing on this problem as being a knife problem, around the weapon, but really looking broader than that at the threats that children are facing.

Above all seeing violence as a disease. As not being inevitable; being preventable. Actually, there is real opportunity for us here to work collaboratively with evidence-based solutions globally actually to try and afford some really long-term change. Globally, the social development goals of 2030 internationally working towards this, the WHO with their Inspire project are working towards this. I think there are lots of examples around the world that you have already identified and I know you have witnessed them yourself with your research in London in all of those, the key issues being as exactly as you described; people not working in silos and collaborating. Not just for the implementation, but also for the benefits that come of it when the success happens, because it is not one organisation that is responsible for this. It is being a true collaborate effort.

Sophie Linden (Deputy Mayor for Policing and Crime) (Chair): I know Lambeth has absolutely got a very strong action plan and we are going to talk later about Croydon and the work that you are doing. So those silos are being broken down.

Mr Duncan Bew (Clinical Director of Major Trauma, King's College Hospital): That is right.

Sophie Linden (Deputy Mayor for Policing and Crime) (Chair): Through action plans and through those partnerships. So, for me it is knowing that that is happening. It is what else is additional? Is it capacity? Is it finance? Or is it just continuing down that path and the strength of that, just continuing the progress?

Mr Duncan Bew (Clinical Director of Major Trauma, King's College Hospital): I think a lot of the efforts that are being made, particularly with the links with the charitable sector, are really being done on people's good will at the moment. I think that there is a real effort and difficulty around the sustainability of delivery because of lack of funds and the sustainable delivery of funds to really effect change; that difference between that attitudinal change to behavioural change within communities. We need a whole generational change in some of our impoverished communities in particular, who need a whole wrap-around support from all the different services that we can offer. That just doesn't happen in a three-year cycle or a four-year cycle. So, I do not think we are going to get suddenly some sugary spin back with an immediate response. It has to be a really sustained effort. We understand that that is the case to be able to get repeat funding, and, again, to be able to coordinate.

Again, I think there has been sometimes a misconception; there are too many organisations out there all doing the same thing. Apart from those organisations are doing subtly different things with a huge amount of community knowledge and respect and engagement in their local communities, it is very difficult to replicate that. Those organisations quite often grow up around organisations [sic] because someone has lost someone within their family or because they genuinely feel passionate about that threat. You cannot replicate that externally. That

already exists. Working with all of those really valuable charitable partners in a sustained way I think is really key.

Sophie Linden (Deputy Mayor for Policing and Crime) (Chair): OK. So, you would pick up on funding and the sustainability of funding, for both the long term around the family.

Mr Duncan Bew (Clinical Director of Major Trauma, King's College Hospital):
Absolutely.

Sophie Linden (Deputy Mayor for Policing and Crime) (Chair): That is funding going down into the health service as well as local authorities.

Mr Duncan Bew (Clinical Director of Major Trauma, King's College Hospital):
Absolutely.

Female Speaker: And youth services, VCS youth services.

Sophie Linden (Deputy Mayor for Policing and Crime) (Chair): I put youth services under local authorities.

OK. Did anyone else want to chip in at that point in terms of the local authority and the health side of it, or shall we just move on? You are talking about the elements that often are corralled under the title "public-health approach", which is used a lot in terms of a title. I just wondered if Rebecca just wanted to pick up on that?

Rebecca Lawrence (CEO, MOPAC): Yes. Thank you, Sophie. The World Health Organisation has a definition there of a public-health approach, and many of us have already spoken today about that. There definitely is up there on the slide, which are going to be available on our website. I think, Duncan, you alluded to the international and domestic evidence. When consulting and considering the Mayor's Police and Crime Plan, we looked at that evidence and that informed our selection of the priority in the Police and Crime Plan of keeping children and young people safe. Then the Knife Crime Strategy which flowed from that had a number of the interventions there that are suggested by the WHO around collection of information, understanding why violence occurs, finding out what works and consistent implantation.

This needs constant vigilance to keep the evidence fresh and constant commitment from partners, so we are very grateful for everyone attending. In the spirit of that constant vigilance and gap identification and we are really sure we know what works and we are really sure we are getting the right focus, the Deputy Mayor and the Commissioner of the Metropolitan Police Service and myself went up to Scotland again in February to meet again the Violence Reduction Unit there, and hosted by Police Scotland, who brought together for our benefit, and we were very grateful, a number of the key players who had been around in the establishment of the Violence Reduction Unit. It was a good opportunity to take some time back and reflect and ask ourselves, "What are the key elements of that successful and sustained approach?" which we believe we have built into London's plans here.

I suppose I pull out three key elements that define that effective, sustained, public-health approach. The first is – we have touched on it today – rigorous collective accountability and

collaborative impact across the very many organisations, statutory and community, that can make a difference in terms of violence reduction. So, making sure it is on everybody's agenda collectively.

The second would be interventions. Ensuring there are interventions that span right across enforcement and prevention where individuals at a hyper-local level take responsibility for those, and they are tailored at that really hyper-hyper-local level. That those interventions put young people at the centre, they understand young people's life experiences, they understand their trauma, they understand their adverse childhood experiences. There is continuous learning and evaluation of what is working.

The third element is that only works with governance and leadership, and we have heard that again and again today. It is strategic governance and leadership at the top level, but then coming down to the hyper-local, very focused, locally imbedded leadership. So, when we step back in London and ask ourselves, "Are those elements in place?" I think we are on continuous improvement and adjustment. That collective accountability, as I say, we have the Police and Crime Plan and the Knife Crime Strategy and the Mayor's London Crime Reduction Board that brings together London's partners at the strategic level. We have a multiplicity below that of those local partnerships, such as are demonstrated in today's meeting and locally below that. I think keeping on ensuring that those are effective and working well is key in looking at violence in its broadest senses.

When we look at that hyper-local work and those hyper-local interventions, I think it is ensuring that we continue to have targeted, dedicated interventions that listen to young people, that build on understanding their adverse childhood experiences, and builds on finding the factors of resilience within each young person and ensuring that those factors are positively supported.

In terms of leadership and consistency, again there is leadership we can give in the pan-London basis. There is leadership in terms of link to national, and the Mayor was meeting with the Home Secretary only just recently in the context of the National Violence Reduction Strategy. There is ensuring that sharing of best practice of that more embedded local leadership. I think the commitment of so many of you today to being here and sharing forms part of that.

Sophie Linden (Deputy Mayor for Policing and Crime) (Chair): In terms of the government's role in terms of the violence strategy, because you talked about funding, but there is absolutely all the different parts of the departments and parts of state and government that need to be brought together.

Rebecca Lawrence (CEO, MOPAC): Absolutely.

Sophie Linden (Deputy Mayor for Policing and Crime) (Chair): We are waiting for the strategy to come out. We certainly know what we would like to see in it, in terms of extra funding, but also making sure that every part of the government is playing its role. I think across London, local authorities are stepping up and building on good practice that is already there, but we need that to help them. We are just waiting for that long-awaited strategy to be published.

In terms of the work that you are doing, perhaps in Croydon or in Greenwich, in terms of your leadership and how do you bring together the action plan, picking up what you are saying, Florence, around strategically there is the leadership and it has been joined up, how do you drill that down to the local level?

Hamida Ali (Cabinet Member for Communities, Safety & Justice, LB Croydon): If I could just start with some of the work we are doing in Croydon, but I think that challenge about coordination through boards versus coordination of practice I think is a key challenge for everyone.

In Croydon our Local Strategic Partnership (LSP), which is made up of not just the local authority and the police, but also health, our business sector, our voluntary sector, those leaders who meet have decided to exclusively focus on the interests of young people. That has a safety element to it, but not just looking at their safety; that is looking across the board. So, Florence, you mentioned the time that you were working in Hackney about the growth of regeneration that was going on in Hackney. That is very much the case in Croydon. We have the largest population of young people at 93,500 people of any borough in London and we are a huge growth borough at the moment. We are very much looking at what the deal is for our young people. What are they going to get out of that growth and investment? What are their prospects? What are the opportunities that we are giving our young people? So, while safety is an element of that, we are looking at the interests of our young people across the board.

As part of that activity, we held a congress event with 250 young people from across the borough. Not just from schools, largely mainstream schools, but also pupil referral units (PRUs), young people who are being taught in different settings. Unsurprisingly, crim and safety was the second top priority that they identified. Florence, you talked about the concern that young people have for their own safety. That was very much coming through.

We have a campaign at the moment which is called Choose Your Future, which again is championing our young people and seeking to speak to them about the choices that they have in front of them and encouraging them to make the most positive choices. Again, it has a safety element to it; we are encouraging our young people not to carry knives and it has that message to it, but it is a much broader campaign. The reason I mention that, and I know my colleague, Cllr Flemming, will want to talk more about that and some of the other initiatives that we are doing. I think our response from a crime and disorder reduction partnership very much sits beneath that broader collective community statutory business sector, looking at young people and seeing the safety of our young people as one issue, but wanting to look at the interests of our young people across the board.

We have within our Crime and Disorder Reduction Partnership, which I chair because I have the Community Safety Portfolio, we have a detailed plan. You have seen the police plan that has been circulated with the papers, but that really feeds into a multiagency plan that sits within the governance of the Safer Croydon Board, the Crime and Disorder Reduction Partnership, which has a number of activities in them. They again, cross not just the enforcement tactics but they also look at the involvement of our communities.

I think the appetite of our community sector, others have already talked about it, has been really striking. There are so many community organisations and members of our communities who want to do something and want to take part and want to contribute to what is going on. I

think very strongly that there is no one organisation that is going to successfully tackle this. This is so important that with communities we are tackling this. That does raise challenges around coordination at the same time, the funding challenges that Duncan has already raised.

We have been doing everything we can to secure funding from external sources. The Croydon BME Forum, which we have been supporting, is very grateful to the recent announcement in the last week from the MOPAC Community Seed Fund. We have also, as a result of our next budget as a local authority, identified £250,000 as a community seed fund to try and support more of that community activity. It does not answer the sustainability point. We, like any local authority, 75% cut to our Revenue Support Grant by next year, it is really, really very challenging, but we are doing absolutely everything we can in that sense.

The one thing that I think and I can talk more about that and some of our London Crime and Prevention funded initiatives, and I see that is elsewhere on the agenda some of the challenges that we have could I answer the question about whether we are as coordinated at practice level as we are at leadership and partnership level? There is a huge amount of activity and colleagues are working, but we do not have the reduction unit that you talk about in terms of what you did in Hackney, what you saw in Scotland, and I can see from some of the documentation from Lambeth that they are looking to do that kind of collective tasking.

We have multiagency representation in the Intensive Youth Outreach Service (iYOS) and we have police colleagues, but whether it is exactly the model that you described.

Florence Krol (Director of Children's Services, Royal Borough of Greenwich): There are two things. So, the Gangs Unit worked with an almost intensive level. So, it was very integrated, sort of intensive and preventative, but alongside that, and what I am doing now in Greenwich, is bringing together all the early help services. So, there are a plethora of services that are very fragmented, so there will be targeted youth support, youth crime diversion in the YOT, community safety youth crime diversion, family support, troubled-family work. All fragmented, all in different places. So, what I have done is bring them all together into one early help system where small unites work together on all the issues that might be allocated to that.

So, the other part of that is having clarity between the level of need. So, the level of need either being additional support that is needed that actually can happen often in schools, can happen in community sector, can happen in many, many places. Intensive-level work, which takes a small group of people working together really being focused and not making referrals to lots of different people, and not having lots and lots of different services. The community services that you described as being more from there ground, more in neighbourhoods, are absolutely essential to do additional support and to do additional work. Not to pick up some of that intensive, complex family work that sits below thresholds of statutory social care, should not go into statutory social care. It swamps statutory social care, but needs a focused and skilled approach that is coordinated and is brought together and is not fragmented into, "Well, where do I make the referral? Do I make it to Troubled Families? Do I make it to the YOT? Do I make it to the Youth Service? Do I make it to the Targeted Youth Service? Do I make it to health? And all of those units have a clinician working with them. They have a high level of training. We have only just started in Greenwich, but it is based on a model that I implemented in Kent and a model I implemented in Hackney. Both Hackney and Kent is absolutely sustained.

Workers again resist it. They feel comfortable about making referrals. So, an assessment goes something like: "I have made an assessment of all the different needs. That organisation does knife crime. That organisation does family work. That organisation works with children under six. So, I will make all those referrals to all those different people". That is not good practice. We have got to get over that culture and be able to say, "Actually, I can work with this whole family on all these issues with support" – you cannot work in isolation" – of my small unit and good leadership". Once workers experience it, and once they work in that way, they thrive and families. Really it makes a difference. But it has to happen with community work alongside it. It has to have projects that you can step down from. That work, that level cannot go on forever. You can only go for maybe six months, maybe a year, depending on the level of need. There has to be good community resources that are available for everybody, no matter what, that are really grown from the ground.

Sophie Linden (Deputy Mayor for Policing and Crime) (Chair): What you are outlining is fantastic coordination and how you really drive that down. We have got the borough action plans which we are working with priority boroughs around as well. What we will be doing is bringing together people towards the summer to pull them together to say, "This is the good practice", and share that good practice. It would be really good if you could come and share that good practice, because it is certainly something in terms of the leadership. We know local authorities are not just keen but absolutely are working really hard on this. The question is how it is properly coordinated. We are certainly going to do that from City Hall.

Florence Krol (Director of Children's Services, Royal Borough of Greenwich): I think what has happened back in sort of 2006, when we all had Local Area Agreement money (LAA), it followed specific targets. So, money was allocated to specific targets. So, you had your funding for, let us say, sexual exploitation, your funding for the youth crime, and your funding for mental health, and your performance indicators were in that particular area. The unintended consequence of that is everybody is seeking referrals to address those single issues, rather than funding that was collected together and a whole-family approach.

Sophie Linden (Deputy Mayor for Policing and Crime) (Chair): And now we do not have the funding.

Florence Krol (Director of Children's Services, Royal Borough of Greenwich): And now we do not have the funding.

Sophie Linden (Deputy Mayor for Policing and Crime) (Chair): I mean, it is not just silos.

Florence Krol (Director of Children's Services, Royal Borough of Greenwich): Absolutely.

Sophie Linden (Deputy Mayor for Policing and Crime) (Chair): That has gone.

Florence Krol (Director of Children's Services, Royal Borough of Greenwich): Yes.

Mr Duncan Bew (Clinical Director of Major Trauma, King's College Hospital): Just one thing you are describing there which is really important. The subtle difference between a violence-reduction unit and the violence-reduction network and

that coordination of several units. Certainly, within healthcare, that was one of the huge benefits that we have seen our Major Trauma Networks. Because we built them from the ground upwards, rather than being formed over many years in silos, they are actually very well coordinated. I think in a way the Violence Reduction Networks (VRN) themselves map out against the Trauma Networks. In fact, our Trauma Networks are very similar to the county lines and the threat that we are facing. So, I think that network concept with the VRN rather than the Violence Reduction Unit, is really important in terms of how we bring that together.

Sophie Linden (Deputy Mayor for Policing and Crime) (Chair): OK. Fantastic. Thank you. Did you want add anything?

Alisha Bryan-Fidoe (Lives Not Knives): A lot of what you said, I really agree with. I promised that when I came here today that the three voices I would bring into the room were the voice of Mr Goupall who lost son, one of our youngest person this year to die in the Borough, Jermaine Goupall, and he was speaking about the issues which they are not directly linked to Public Health per se, but in relation to social media and the problems there for the young people and the videos that they were putting up on to the internet and the impact that that had, which ultimately resulted in the life of his son's life.

But also, the voice of some of our young people who have not only been victims of knife crime but also have carried knives themselves. When we have spoken to them, there is one sentence from me that really stuck. When I said, "Carrying a knife is never the answer, because ultimately nine times out of ten it is going to end up getting used on you", it was their statement; they said, "Well, better that than get caught lacking". I always remember that statement that they made.

For them it was twofold. It was about having been a victim and not having received any type of support to deal with that, any real level of talking therapies, etc, especially as black boys in particular. It was very much right from the onset feeling that there was a stigma that was placed on them and an assumption right from the very beginning that they were in a gang, as opposed to being a victim, having this experience, which then leads them to becoming part of a group. You see them. In my ward where I am along the Green Lane Estate and they would all be hanging around together and then the knife carrying came out of that.

This is speaking directly with them and seeing some of their experiences and feeling like in terms of exit strategies, the opportunities that are available to them. So, one of the things that I think that we are doing if we talk about things like the functional family therapy and family resilience and the difference that it has made, in particular to those victims and to their lives, but after that step down. That is when you were talking about the community input there and what happens. Because when that falls away, for them the lack of opportunity, whether it be in terms of employment and for a number of those young people.

When you spoke earlier on about opportunities to get into the schools, I guess what I was thinking about is what happens when they are no longer in schools or they are not in the pupil referral units, and the way in which the opportunity for them to access that support, it really kind of disappears for them. So again, for another one of our young girls, who became involved in Healthy Lives and has had one of the highest number of missing episodes within the Borough, and she reports and says that for her it all really fell away when she was permanently

excluded from school. As a borough, one of the things that we have done in relation to our Fair Access Panels (FAPs) is we have put in another level of assurity, which means that schools have to now, before they bring a young people to the Fair Access Panel, which basically is where I am not certain if other boroughs have them.

You have to be able to assure the other head teachers that you have exhausted all opportunities before that young people can be transferred to another school. Once they are permanently excluded, and we all know that for them that is really, really it was like their last hanging thread to be able to have contact sometimes with positive influences. Like you said, even when I was sitting here and I was thinking about some of these young people that we have interaction with, and they have all had all of these, whether it be the school exclusion, sexual abuse, domestic violence, poverty, or sometimes all of them, all at once, all within the same household, that impact for them. So, I would, in terms of looking at it from a public-health approach, really, really stress on top of that that real importance about the impact of a permanent exclusion, but also the opportunity for more talking therapies in particular for that cohort.

Sophie Linden (Deputy Mayor for Policing and Crime) (Chair): Thank you. That is really, really helpful. I will just bring Lillian in, because it actually leads on to the work of Safer London. Just in terms of school exclusions, it is absolutely something that the Mayor has really picked up on in terms of the Young Londoners Fund and there is money in there for stepping stones, which is to help support young people who are at risk of a school exclusion to enable them not to get to that point.

Florence Krol (Director of Children's Services, Royal Borough of Greenwich): Can I just say it is not just permanent exclusions. It is fixed-term exclusions. Fixed-term exclusions, I have seen a pattern of numerous fixed-term exclusions. So, it does not come up on the radar for the FAPs. So just remember fixed-term exclusions.

Lillian Serunkuma (Community Representative): I was just going to say that sitting in a forum like this where I am hearing all this good practice and everyone that is doing things slightly different, but if we are all to learn, or lessons learned from what we are doing, how is that information being shared across the board, so that everyone has access to it? If you doing something really good in your borough, how is my borough going to be able to tap in or how are you sharing that information, so that things are improving all over, not just in one particular area?

Sophie Linden (Deputy Mayor for Policing and Crime) (Chair): I think that is absolutely crucial in terms of the work that we do from City Hall. We are bringing the boroughs together and I have had two meetings already over the course of last year with boroughs to talk to them about their action plan, to talk about sharing good practice. Before the summer we will bringing them back together as well to talk about that good practice and to ensure that that leadership and that coordination is there. It is happening, but you are absolutely right. It is crucial.

Lillian Serunkuma (Community Representative): I think the only reason why I mention this is that obviously a lot of the schools are academies. Everyone has their own way of working. For me I think that kind of breaks down what good practice is or like you said you are going to be getting them together and filtering it through.

Sophie Linden (Deputy Mayor for Policing and Crime) (Chair): That is absolutely why we have got Ofsted here. You are absolutely right and that is why the role of Ofsted is so important. We will come on to that in a minute.

Sherry, in terms of the London Gang Exit and the work that you do, because it very much picks up on a lot of the points that you have been raising about therapy and that support. We will talk more around diversion really around how do you divert. That is what we are talking about. How to divert young people away from violence.

Sherry Peck (CEO, Safer London Foundation): Thank you. Firstly, I think it is probably worth saying I have been the Chief Executive at Safer London for two weeks now, but I come from a background of working with children and young people. I wanted to simply endorse everything that you have just said. That for me the most important thing that we have to get through to young people is how we, as professionals, keep them safe, because very many of them are victims.

Everything we do demonstrates to them that the adults and systems around them cannot keep them safe. So, as well as permanent exclusions, things like managed moves in school. So, you have been the victim of an experience in school, and what we tell you is, "We cannot keep you safe. So, we are going to move you somewhere else".

So, I completely endorse everything you say. That of us focusing on the violence, we should be focusing on how we secure young people's safety as well, because very often the violence simply is an outcome of young people trying to protect themselves, because they think that nobody else can.

However, going back to Safer London. Safer London has been really well supported by MOPAC. Over £1 million between October 2017 and September 2019. We are in a consortium. We deliver with Red Thread, Only Connect, and we are also supported in kind by Department of Work and Pensions (DWP) and the London Community Rehabilitation Company (CRC). We have been around two years in the London Gang Exit piece of work.

We have had numerous referrals but we have accepted just around 400. Currently have a drop-out rate of about 40%. At any one time we can have about 50 cases open. We take a non-judgemental, trauma-informed approach to young people. We will accept referrals from anywhere, but also self-referrals. We get a sort of rough balance of where those referrals come in from.

We have had an interim evaluation that is showing some promising outcomes, but there is more work to be done about how we intervene, what we deliver, and, more importantly, how we work in partnership, because we are a pan-London service, and trying to make connections across all of the boroughs is quite a challenge. You could almost spend that £1 million sitting in meetings trying to do that piece of work and deliver nothing. In fact, what we have done is invested all of the money in frontline staff. So, trying to do that coordination. So, somebody like myself getting along to 32 boroughs, it is quite a tough ask. So, if anybody has got any ways of dealing with that ...

But we are keen to work in partnership and I really welcome working with small organisations. For me, the solution is about communities and families. It is not about professionals. How we empower families to begin to work with us to deal with this. Wider, how we empower communities and work along with communities. So, I would really like to pick up on that.

Given that I am so new and I wanted to represent Safer London very well, I asked my colleague, Alex, to come along. He is going to talk to you about the eight components of the work that we do. Alex is one of our long-standing front-line workers that really has a huge amount of experience in this piece of work. So, Alex, over to you, if that is okay.

Sophie Linden (Deputy Mayor for Policing and Crime) (Chair): Absolutely. Thank you.

Alex Hillier (Safer London Foundation): Just to add to what you were saying, so we are a consortium but the reason we are working with Red Thread is because we get the referrals from the Trauma Centre as at that teachable moment. Also with Only Connect. They are based in prisons. So, we get referrals from them through the prisons.

So, what we provide is a wrap-around transformational trauma-based support to young people and their families involved, affected and exploited by gangs. So, we work with victims and perpetrators.

Now, we do this through eight components. Component one is exiting a gang, gang activity. That work we do, we do interventions around helping them trying to understand why you are in a gang. So, we unpick, speak to them. We do different interventions, like what has happened at this time in your life for you to join?

The next one is harm from gangs. So that involves safety planning, talking about social media. How is that affecting you in a negative way? Even sometimes basic things as to how do you present yourself to people, the way you communicate?

The next area is offending behaviour. Now, this is everything outside of gang activity. So, what we do is we do offending mapping, understand what you are doing, why you are doing it. We also do conflict resolution within that, identification of their triggers to help them understand; how can you understand yourself better so that when you are in certain situations, you can deal with the situation better?

Then we have a housing component. Within that, we provide advice, advocacy and occasionally relocation. For those that are at most risk, where they are living is really high risk, so we cannot really help them until we remove them from that dangerous place. Within that, there is a lot of other work. So, independent living skills, tenancy sustainment, but also helping them to find support networks in their new area.

The next area is health and wellbeing. We actually have a psychotherapist who works with us who provides for young people between 16 to 25. They can do that kind of specific psychotherapy work with them, but also the work I will do is help to add value to those other health services out there. So, a lot of young people I work with, they might not have engaged with CAMHS in the past, but because we are able to build a positive working relationship, we

can help them to access them, to help them to understand: the benefit in it, and then hopefully for the services to have a better impact.

The next area is relationships. So healthy relationships with peers, partners. We do have a programme at Safer London around harmful sexual behaviour. So, some of the young people do not understand what they are doing or how it is negative. So, we try and talk to them and help them to understand. Is what you are doing helpful? How does it impact others? to make them become more self-aware of what they are doing.

Then we have a family component. We have a specialist family worker who works alongside the family, who are also affected. That kind of trauma they feel for their children. Also, the young person and the adult, the parent. Sometimes there is a lack of understanding. So, we try to help mediate so they can understand each other better, the young people and the family.

Then we have an employment training (ET) component, and we have someone seconded to us from the Jobcentre, DWP, who helps around the benefits, getting back into work.

So, we have these eight components. Across those eight components, we have number of things that there might be interventions we do about building resilience, helping build self-esteem. Also, we do identity work. Who am I in this world? How do I fit in?

Forgive me. I am a front-line worker. I am not great at public speaking.

Sophie Linden (Deputy Mayor for Policing and Crime) (Chair): That is not true at all.

Alex Hillier (Safer London Foundation): So the way we work is we coproduce with the young person, we speak to them, rather than tell them what we feel they should be doing, we ask them, "What is it we can help you with? Where do you want to go?" For me, it is quite important that the perception we have of the young person, but also the perception they have of us. Being non-statutory and coming from a particular background that they can relate to is very helpful. Yes, they open up a lot more.

I will give you a case study to make it feel a bit more alive. We have such a wide range of young people with a number of different challenges. We work with boys and girls, victims and perpetrators. We work between 16 to 25, but outside of that, we do take people on a case-by-case basis. I think the youngest we have had is 12. The oldest is 29. So, I will tell you about one case.

It was a 19-year-old. He was a looked-after child referred to us through Only Connect coming out of prison. He had spent time in custody for drug offences. He had been stabbed on an occasion. He was a looked-after child, 19, but he was still sofa surfing, he was not in employment and he was not receiving benefits.

So, what we did, we did an assessment around him. We looked at those services that are supposed to be working. So, he was a looked-after child. Contacted the social services. Helped him to engage with them better, and then he got his entitlements through being a looked-after child. Signed him up on to benefits. Helped him to find work, got him into work. Actually, while he was working with us, he was actually carrying a knife and he got caught and he got in

trouble. Because of our support, we went to the prison, explained to them the current situation. He was carrying a knife to probation, which is in an area where there is gang conflict, and it was in the same week there was quite a serious incident. Someone had been shot on his estate. So, he was quite fearful.

As you mentioned, sometimes a lot of people who carry knives, they are the ones that the majority of the time become victims. So, with our support, we helped them to understand what it is in their life going on, and they got a suspended sentence, which is great, because for us, we understood why they were carrying a knife. They had never attacked anyone. Our work could continue on with him not being in prison. So, by the end of the intervention they had got their accommodation, they were in training to get into employment, railway engineering. I think another way that we do it. I used to meet them in somewhere they would feel safe, so rather than telling them to come to our office, I would go and meet in their local youth club and the club were really great, because speaking to them, the information that they were able to provide helped me to understand even better what was going on in their life. Because initially we have to break down those barriers of how they perceive us.

Is that okay?

Sophie Linden (Deputy Mayor for Policing and Crime) (Chair): Thank you. The question I would ask both of you is a question we touched on in terms of spreading good practice and understanding and really drilling down and getting that coordination. For me it is you are describing what works and it is happening out there in London now. The question for me is we are still seeing really serious violence on the streets. What is it that will shift that, in your opinion? Is it more of the same? Is it a step change? What are the barriers to that?

Alex Hillier (Safer London Foundation): It depends. If we are talking about prevention or intervention, it is different things. I think of preventing, it is complicated. There are so many different elements to it. It is not black and white. In terms of cuts in funding, losing youth services. I do think school is very important. Sometimes I feel if someone is not managing in school, could I help them outside? So, we do sometimes go into school to assist them. I think there are so many different things that need to be changed. Even what we have in social media that they are allowed to view. What we are allowed to put on there. Even the way society is moving is quite materialistic.

I think identity as well is a big thing. How young people perceive themselves in the world is a big area. I do a lot of identity work. I come from a mixed-race background myself, Jamaican Italian, so I work around race. Sometimes you have this diaspora. So, you have perhaps Caribbean parents who are Church-fearing people. They go to church, they are a great family, and then their first generation, where is that change? When I work with a young person and speak to them, it is hard. Sometimes you are in house it is one way and then you go outside, it is different. So, it is trying to help them understand that and do that kind of work.

Also, I think how the boys I work with, how they perceive girls is not great, it is not good. We also have a girl-specific worker so she works with girls specifically. That is an area we want to grow more. How these young boys perceive girls and how girls perceive themselves. What they think is normal. So, we do a lot of work. We do try to work in partnership, so there are other

specialities in local communities. We work pan-London, so we try to find those specialists in the community and how can we work, as in the example I gave.

Sherry Peck (CEO, Safer London Foundation): All I was going to say, as we were coming over here, we were talking about the difference. I grew up in Newham and Tower Hamlets in a really poor working-class family. Never once did I think I am not going to get a home. Never once did I think I was not going to have an opportunity to get employment and to have a family. There is something about what opportunities are available for young people now. In effect, what have they got to lose by going down this other road? For me that is one of the things that we have got to get back to. All the ET work in the world, and then if they are getting all of this negative imagery through social media, if we are not doing something about that, then actually if they cannot get a home, if they cannot get married and have children or live together or whatever young people want to do. So, there has got to be something about opportunity. It is about stop pathologizing the child here. This is a societal issue. Actually, young people are the victims of the situation we have created.

Florence Krol (Director of Children's Services, Royal Borough of Greenwich): I just wanted to pick up on something you said earlier, Sherry, about the messages we give about that we cannot keep children safe. So, we either move them in a school, as managed moves, or some professionals, you know, YOT professionals, youth services, get worried about the child, and they think, or the family think, that they cannot keep them safe and then want social care to take them into care. And we do. We take them into care because everybody expects it to happen. There is some assessment made.

So, we have shifted care from a family that is having abuse to this kind of notion that all the risks outside the family home can also be addressed by care. I am not sure that we are giving the right messages to young people. I think we are giving them a message that not only do we move you around school, but also your family cannot keep you safe, so we will take you into care, and foster carers cannot keep them safe. They then ping all over the place back to their family and things escalate.

Sherry Peck (CEO, Safer London Foundation): Worst-case scenario, we put them in a secure unit.

Florence Krol (Director of Children's Services, Royal Borough of Greenwich): Absolutely.

Sherry Peck (CEO, Safer London Foundation): Does that work? Absolutely not.

Florence Krol (Director of Children's Services, Royal Borough of Greenwich): Or we say, "You have got a mental health problem", or they say they have got a mental-health problem, and then they are in CAMHS. So, we pathologise. I think you are absolutely right. I think that is what the real crux of the problem is.

Lillian Serunkuma (Community Representative): I think you mentioned it before. You said about working with families. I worked in my local borough. I have been liaising with them, talking to them, trying to find any kind of solution, just so that I could understand what our biggest problems are. When they mentioned to me that the biggest bill that they have is for

temporary housing, that takes up most of the budget. I actually thought to myself, "Well, that doesn't make sense". Instead of really working on securing families, getting them permanent accommodation and working with them in that way, you are spending more money on temporary housing and they are being moved from one area to another to another. What I have noticed is if you are secure at home, you are happy. That is an area we need to start with as well. There is no one from housing participating in some of these conversations, but those are things that we need to work on.

Sophie Linden (Deputy Mayor for Policing and Crime) (Chair): That is really helpful. Thank you very much. In terms of the work we are doing, we are continuing to fund that, the Crime Prevention Fund work. What we have got to do is spread that as good practice and really build that up.

Just because of the time, just move on. That was about diversion. We will come back to prevention and talk about schools and also about the work that you are doing. I just wanted to bring in Paul Dawson. Unusually for something on knife crime, we have not yet talked about enforcement. Enforcement is an important part. We talk about the public-health approach in Scotland. They absolutely had that element of enforcement in it as well. I also wanted to bring Paul Dawson to give us some of the figures and some of the analysis of the victimisation as well as the knife crime in London. Then to move on to yourself, Sean, around the work of the Metropolitan Police Service.

Paul Dawson (Research Manager, MOPAC): Thank you. I am going to give a very brief five-minute presentation to cover current performance on knife crime.

The current slide that you can see presents long-term trends across England and Wales, as well as London, and then more timely monthly data. So, the first point to recognise is that this is absolutely a national issue. You can see from the chart on the left, which is England and Wales and London, since 2014/2015, knife crime has been rising across the country. So, for example it has risen 21% in England and Wales, excluding London, in the year to September 2017. If we look at London itself, as of the last 12 months to February 2018, knife crime has increased by 26%. So, it is a national issue.

However, the chart on the right shows more timely monthly London data. As you can see knife crime and knife injury. Since around October 2017, there has been a slight downward trend in the data. However, what I would say is that the number of knife-related homicides, as of 18 March, was 27 homicides, which was far higher than last year's number.

The next slide shows us where knife crime in London has happened over the last 12 months. So, you can see on the left a rank of boroughs and, on the right, a map of London down to ward level. At MOPAC we try to explore these themes a little bit further and using something called the Vulnerable Localities Profile. This is a tool that combines a range of indicators around deprivation, population, crime, and educational attainment to really identify wards in London that are more likely to be vulnerable to issues around community cohesion. If we use this tool, we really do see inequality across London around knife crime.

So, for example the top 10% of most vulnerable wards record over three times as many knife-crime offences and five times as many knife-crime injuries. That is compared to the top

compared to the least top 10% vulnerable wards. So overall, this kind of data really does show us that it really does enable a really local problem-solving solution; there is a lot known about the locations to enable local problem-solving.

The next slide moves us around to the victims and offenders of knife crime. As you can see, most of the victims and offenders of knife crime tend to be male, black and minority ethnic (BAME) and under the age of 25. We also know from the wider research, and a lot of it has been mentioned already, about many of the wider needs that knife carriers often present, ranging from substance abuse, delinquency, a history of trauma, impulsivity, and a variety of other issues, around fear, power, and protection, around motivations for carrying knives.

Though for me the most important area around disproportionality to dwell on is this slide here. This looks at the highest level of harm. So, knife homicide. Eighty-one knife-related homicides in 2017 in London. Young Afro-Caribbean males made up 41% of these victims, even though that same population of young Afro-Caribbean males only make up 1.4% of the London population. So stark figures around disproportionality. In almost a third of knife homicides, both the victim and the person proceeded against share the same demographic, young, black and male.

So, the next slide, the slide you can see now, presents sanction detections for knife crime in London. Even with the overall increase in knife that we have seen over the last few years, the amount of knife-crime sanction detections has remained broadly stable over the last four years. Sanction detection rates have decreased over the last four years, by around 10 percentage points. That same trend is visible for knife crime with injury. Though it is worth saying that sanction detections for homicide and knife-related homicide are far higher, so around 72% and 85% respectively.

Then finally, the last slide presents some sentencing information. I would probably draw your attention to two areas. The first is the chart on the left that just illustrates that sentence length for knife-crime offences has not particularly changed over the last three years; there has been no real change there. Secondly, number two, that offenders who have more than two previous convictions for knife offences are more likely to receive immediate custody in the last couple of years, since the two-strike sentence came into power.

Sophie Linden (Deputy Mayor for Policing and Crime) (Chair): Thank you very much. That is really helpful. Just in case people are wondering, the issue of stop and search is often raised as part of enforcement. We have not focused on that for today because we had a session a week-and-a-half ago very similar to this where we looked at disproportionality and we did really dig down and have those discussions around disproportionality in stop and search and outcomes around that. That is why it is not here, because this is, as I said at the beginning, part of a series of meetings.

Sean, I just wondered if you could explain or describe how yourselves at the Metropolitan Police Service are looking at this data, especially around vulnerable locations and how you use that hotspotting or that data to drive your operational activities, especially around Operation Sceptre?

DCS Sean Yates (Metropolitan Police Service): There are a number of different strands within Operation Sceptre. We have a strategic Knife and Violent Crime Governance Board. So, we call that "gang and knife crime fighters". That meets monthly. That is chaired by Commander Musker and DAC Paul or Commander Stokely form the Gangs Team. It is co-joined. That is a strategic group of people. We invite all our borough SLT gang and knife and violent-crime leads up to that meeting and we scrutinise the data. So, we look at the last 12-week trend and we look at the rolling year data, so the 12-month comparisons.

Feeding that meetings is what we call the Coordinating and Tasking Office (CATO) process. So that is again chaired by DAC Paul. That will look over longer-term trend in terms of what our priority knife locations are, our top knife boroughs. Again, you can basically see the spine and the cross through London, as we call it, there. So, we focus a lot of our energy in our deployments four weeks in advance on that data.

However, we have also got a two-week meeting, which is a Positive Action Team(?) (PAT) meeting. We will look on two-week trend data and really getting into the granular day-to-day. We have got the Met Grip Chief Inspector our Sceptre deployment, so they are across London, pan-London, every day, and if we get an emerging issue or a linked series of incidents, we have got the Operation Sceptre Police Support Units, which are mix of uniformed officers, high-visibility officers, and our detective asset that can deploy very quickly into a knife-crime hotspot or a violent-crime hotspot. There are lots of different aspects.

Sophie Linden (Deputy Mayor for Policing and Crime) (Chair): What are the outcomes of the work that you are undertaking in terms of Operation Sceptre.

DCS Sean Yates (Metropolitan Police Service): Operation Sceptre, there are number of key strands of activity. So, stop and search is one tactic and it is measured, as Sophie has just mentioned. We look at search-warrant activity, which is using judicial powers to enter homes to target our habitual knife carriers; those individuals that have a propensity to carry knives, they are targeted. So that is search-warrant activity. High-visibility patrols for our Sceptre serials. Adopting our habitual knife carriers through borough knife plans. So, every borough now, there are 30 borough knife plans on a local level shared between our Sceptre SPOCS. It is normally the borough commander and their community safety partners, the chief executives. So, they have all talked through these knife plans, agreed them together and they drive day-to-day business. If you want, I can talk through some of the results we have had on Operation Sceptre. I have got that data.

Sophie Linden (Deputy Mayor for Policing and Crime) (Chair): That would be helpful.

DCS Sean Yates (Metropolitan Police Service): Last, year this is up until January. So, Sceptre is running every day. So, every borough, local police officers are targeting knife crime as we speak. That is 24/7. Underpinning that is a week of Sceptre activity. That is going to migrate into two weeks of activity now every month moving forward, utilising some mayoral funding. I will talk about that in a second. So, you get a week of pan-London coordinated activity. That is a mix of enforcement, but also intervention. So, we will be doing what we have just talked about; the recognised enforcement, the stop and search, search-warrant activity, targeting our habitual knife carriers.

Also doing schools presentations. So, we have got PCSOs and schools officers throughout London that are presenting in schools. We have got some really good results. Roxborough Primary School, for example, last week our school's officers went into the school. We had 240 letters arrive at New Scotland Yard yesterday to the Commissioner handwritten by young children aged sort of 10, 11 years old. It has really, really impacted. Trying to harness that now and do something with it on Twitter and get the messaging out there. But those officers have been welcomed with open arms by very young children, and colleagues have talked about what age is a teachable or reachable moment? Again, my own view on that, I think the younger the better. It is bespoke. The teachers know their classes better than anybody. A reachable moment is whatever a teacher decides is my view.

So, you will see Sceptre is not purely about enforcement. The Commissioner, all of us recognise that we are not going to enforce and arrest our way out of this. There is place for it. Any area of London now, I could put 200 or 300 cops out there and we would police and enforce the problem out, but there is no legacy behind that. So that visible, high-energy policing that we see, once you move out, it comes back in; there is a vacuum to be filled.

Last year, 9,000 weapon sweeps. That is where police officers will get intelligence and they will go through an area where they think they will find knives, community intelligence will tell us we find knives, and we do. We have found a significant 2,704 last year. We are trying to push this now with communities, so it is not just a police-led operation. So, the community coming forward and saying, "We want to assist". We see a number of that now. We are calling those Community Weapon Sweeps. So, the last week of Sceptre activity, which is still going on as I speak, we did 96 of those. In Tower Hamlets on Monday a machete, four knives and some acid recovered by community members. So, there is a lot of activity going on out there, but as you know, the homicide rate is still up.

Sophie Linden (Deputy Mayor for Policing and Crime) (Chair): Absolutely and it is incredibly worrying and concerning around the homicide rates. The Mayor has put that extra £15 million more for next year in terms of specific activities around enforcement for the Metropolitan Police Service.

I am concerned that there seems to be a dip in detections, and I just wondered if you could just explain what measures you are taking to try to increase that in terms of detection rates, because it does seem to be stalling?

DCS Sean Yates (Metropolitan Police Service): We are looking long and hard at this at the moment. I did not see it on the data there, Paul, but 40 to 45% of knife crime in London is robbery related. Now in the Metropolitan Police Service, we took the focus away from the MOPAC 7 crimes. You probably remember. Robbery within the MOPAC 7, so you used to see a local borough focus every day. Robbery teams would be focusing on robbery. We are still getting that focus to a certain degree within the proactive units as they are now, but they are dealing with a myriad of different crime types, safeguarding, gangs all that sort of activity.

So, what we are driving now centrally through the Sceptre team is looking at local borough profiles. So, we are refreshing the knife plans we are doing that on 5 April and a refresh of the Sceptre activities. So, we are going to invite our borough commanders to a presentation with their counterparts in the Community Safety Partnership. Are they looking at robbery? Are

you looking at robbery? Ask those questions. If you are not, why not? Because really it is intrinsically linked in our London boroughs into knife crime.

We talk about gangs and the measure we are using at the moment will say 20% of knife crime is gang related. What is peripheral to gangs? We know what a gang member is, but it is those individuals who have been sucked into the gangs that are holding a knife or being asked or tasked or told to go out and rob somebody as part of a gang initiation. That again overlaps with robbery. So, I think some real focus and attention around robbery. The uplift with the mayoral funding is going to give us more Q cars, so that is unmarked police cars, proactive and reactive reinforcement/enforcement of robbery. We definitely are starting to see some impact. I think that is a really, really important place to start, focusing our energy on.

Sophie Linden (Deputy Mayor for Policing and Crime) (Chair): So are you saying the homicides are also very much linked to robbery, or is that the other types of knife crimes?

DCS Sean Yates (Metropolitan Police Service): The homicide I think is more drugs related, higher end. Robbery, it is almost a street gang initiation. Different types of robbers. From my personal experience I have worked in 11 London boroughs now is that somebody will want to go out and intimidate or rob and a robbery to take your phone. Others will just go out to rob you because they've basically been told to do it by a gang leader, and it is about proving yourself, your worth, within the gang. So, there are two different types of individual suspect that we would be looking at there. So, it is focusing our energy on both.

So, what we will do with the £15 million mayoral funding is get some Q cars out there now. So, we will have our robbery cars, our robbery patrols focusing on those individuals, so our street robbers. You will see more drive arounds, anniversary drive arounds with our victims. Not happening so much now. When I dip sample London boroughs, when we used to have focused robbery squads, robbery teams, you used to see a victim of robbery would go out with a police officer a week later and they would drive around the area where they were robbed, because we generally know that within robbery you have got the same cohort of offenders hanging around the same areas. So, doing a street or anniversary drive around, as it is known, you are more likely to target that offender and arrest that person a week, two weeks, three weeks, even three months later. They are a really effective tool. From our work at the centre looking at this, it does not tend to be happening. That is probably because we are losing a lot of our Q cars, but the £15 million of mayoral funding will give us that capacity to go out and do that again. I think that is really important.

Sophie Linden (Deputy Mayor for Policing and Crime) (Chair): Good. You were talking about the borough action plans and the enforcement and the working with partners, you are having that meeting at the beginning of April, I know it is certainly something you have been doing in Croydon, is not it, around working with police around the enforcement, how important is that in terms of that joint work with the local partners and yourselves as enforcement?

DCS Sean Yates (Metropolitan Police Service): Absolutely critical. I think the without the collaborative working, and I looked at the Islington and Camden Gang Units and Florence there around the Hackney Gang Unit. So, if you look at Islington and Camden, they are morphing into one borough. If you look at the knife-crime issue at Islington is significantly lower. Actually, in the green, so they are in reduction Whereas if you look at the top end of the

borough, which is another half of the borough, the last three months, there is a 2,000% increase; it is 13 offences compared to one last year. But where the integration gang unit is working, you see that energy, that focus, that collaborative working on that particular crime type. It is not necessarily focusing on the knife; it is focusing on the person that carries the knife. It is focusing on the individual, and that is a really important message. We talk about knives, we talk a lot about acid; it is about the person that has got the propensity and likelihood to carry it.

Sophie Linden (Deputy Mayor for Policing and Crime) (Chair): Did you want to add anything?

Hamida Ali (Cabinet Member for Communities, Safety & Justice, LB Croydon): Just on I suppose really reinforcing that point on the importance of partnership and what the local authority and other partners around the Community Safety Partnerships of course bring to that.

So, in Croydon's plan, you have the police contribution to that, but the multiagency one, which is governed by the Community Safety Partnership has a whole range of activities. Some of it is enforcement and how the council can contribute to that. So, whether that is our neighbourhood safety officers who are supporting those weapons sweeps, our community street champions who are volunteers, who are residents, who are increasingly getting access I think to some community-related training for the first time, which is really important.

Also, our trading-standards team. Our trading-standards team has been stripped back because of cuts, but they do a huge amount of work. Fifty-three operations, mystery shopping, testing underage sales in our retailers. Fifty-three between April and October, and that highlighted one underage sale. Also, proactive work with our retailers. So, 145 of our businesses are signed up to a responsible retailer agreement. We are still having conversations with a number of those retailers who are still putting those out, those knives visible, rather than what they should be doing according to those agreements, which is behind the till, etc. But that is just one example where the council can be supporting and assisting with that enforcement activity.

The plan is also looking at other activity. We have talked a bit about schools, and there is a huge amount of work going on within our schools. Whether that is funded by our London crime prevention work and members of our gangs' team from the Youth Offending Service (YOS) going in to particular targeted schools to do some prevention work, or whether that is work that again our YOS has developed of a number of workshops that will go out to every secondary school, and I think increasingly we will be wanting to extend that to primary schools, just to make sure that there are conversations happening in every school. We have got organisations from Croydon around here, around the table. We have got Lives Not Knives who have been doing similar work in schools.

To some degree, I think our plan, which has been in place for a while, is in the process of being reviewed. Perhaps that is also partly because of the review that the Metropolitan Police Service are doing, but trying to make sure that we are narrowing the plan a bit and making sure that it is the additional work that we are highlighting in the plan as opposed to the bloodstains as usual. I think coordinating some of the schools intervention. Because I think there are lots of initiatives and activities, lots of organisations keen to get into schools, and making sure we are really sweating that assets, if you like; getting the most out of that activity. To support the

schools to some degree who I think are getting a lot of interest, not just on this issue, but a whole range of other issues. So, I think the council has a real role to play in facilitating and brokering that relationship with the schools so the community, or others, have the best of form of entries to schools but the schools are managing that in a way that is manageable.

If I was to highlight just I suppose a couple of challenges. I have mentioned coordination. I think for us, and this is on us as around communications and getting the word out, and it goes back to some of the things I think that Lillian was touching on. I think if I was not in the role that I am in, I might be reading the local newspaper or online and finding out about these incidents and wondering, "What is anyone doing about this?" Actually, I think getting the message out that there is so much activity that people are working to get a grip on this issue, which I think is a challenging message to get across when in my ward on 5 March, we lost a young person, even in the context of all of this work going on.

The other couple of things I would flag while I get the opportunity. On the knife wands, we are having some confusion on the ground I think on how you get access to those knife wands. People are going to the local police, as suggested, but then coming to MOPAC. MOPAC are referring back to the local police. We are just having some challenges on that. So just to flag that.

Also since Red Thread has been raised, there was some potential I think being talked about, about the potential for the council and MOPAC to jointly fund Red Thread. We were expecting confirmation in November. So, I am just saying that. If there is any news on that, we would really like in our Accident & Emergency in Croydon University Hospital. Just to take the opportunity to flag that.

Sophie Linden (Deputy Mayor for Policing and Crime) (Chair): To be fair, Steve O'Connell, Assembly Member, he has been lobbying very hard for Croydon as well. We are the point of making decisions around that, in terms of we will be making that decision shortly.

Hamida Ali (Cabinet Member for Communities, Safety & Justice, LB Croydon): Good to know. Thank you.

Sophie Linden (Deputy Mayor for Policing and Crime) (Chair): Thank you very much. Actually, that is really helpful in terms of just leading on to schools, because we do need to move on to prevention and the work of schools.

We have been working with Ofsted, really good in terms of what Ofsted are doing. I just wondered, Mike, if you might be able to update us on where we are since I came to speak to inspectors at the beginning of January, and we had the education summit in October, when you were going to be doing a thematic and looking at the framework as well.

Mike Sheridan, (Regional Director, London, Ofsted): Certainly. Thank you, Sophie. I think the first thing I would say is the conversations around the table today show how complex this is, both in terms of the community challenges, but also the multiagency approach.

The decision that we have taken as an organisation I think resonates with some of the messages that we have heard today. Florence was talking about the joined-up strategic thinking around this has not sometimes not always been joined up in practice. One of the things we want to do is dive into one of those silos and understand what is going on there. So, we are going to be looking at that point of delivery. We are going to be looking at schools and colleges.

We want to produce something that works at two levels really. We want to produce something that will be supportive to heads and principals of colleges and schools in making decisions about how they approach these issues. We also want to understand the enablers and the barriers that people in that position face in doing what they need to do, whether that is about information or whether that is about tensions with multiagency working or information or finances. We want to try to surface some of those issues.

We also want to be really careful, because we are aware that we have got a very powerful voice in this sector and what we do not want to do is put the wrong message out there that leads people down the wrong route, or particularly to become stereotyped and clichéd that do not meet the particular needs of the young people that they serve.

So, we are going to be conducting some research over the next several months. We are going to be answering two questions through this research. The first one is around how schools are safeguarding against knife crime and how they are making sure young people are safe in their schools and colleges. The second question, which I think is going to be the more involved question is about how they build that resilience in young people so they are less likely to become victims or perpetrators of knife crime. We want to look at that in terms of how they work with their general population, all young people, and also how they target that work for young people who are particularly vulnerable and the reasons for that.

We think there is some other work to do in there that is looking at exclusions. We talked about the impact of exclusions before. I think it is not particularly well understood yet, the impact that exclusions have on a young person. It feels like we could unpick that a little bit to really understand whether that is working in all cases. It certainly won't be that you should never exclude or should we always exclude? It will be just looking at the consequences and the way that support can be accessed and the routes that young people follow following exclusions. That is both in terms of permanent exclusions, managed moves, and fixed-term exclusion, and indeed off-rolling which is another issue we are aware of, where you have unofficial exclusions; children are sent away from the school without being a formal exclusion; it is an arrangement that is made that is not legal but we do believe it happens.

So, we are going to be visiting schools and colleges. We are going to be visiting PRUs to do some of this work. We are going to be sending a questionnaire to schools, colleges and PRUs in London to get their understanding. We will use that to determine where we are going to visit, because we want the focus on what seems to be working. To understand what is working, we are going to be talking to third-sector organisations, we are going to be talking to local authorities, and we are going to be looking at what the international research tells us about what has been effective. The idea is that we produce this document at the beginning of the next academic year that will be aimed at head teachers, but will also ask some of those questions that we will not be able to answer by looking at one part of this complex puzzle. I think we will start to unpick what it is like to be working in that silo so that we can better look at how multiagency working is approaching this problem.

Sophie Linden (Deputy Mayor for Policing and Crime) (Chair): That sounds like really good progress, but what I do not quite understand from that is how that will influence your inspection framework.

Mike Sheridan, (Regional Director, London, Ofsted): As you know from our discussions before, our inspection framework is already very clear about how we inspect around safeguarding and youth violence and knife crime is one of the contextual things that we would be looking at under our safeguarding inspection processes at the moment, but also in terms of personal development and the risks that young people would face. This is the kind of thing that would be in there.

What we would be really quite anxious about doing – and I do not think we would do it – is have something that looked for specific actions to be taking place through our inspection. That is not how we work as an inspectorate, because what that does, it takes away the decision-making and the power and authority and autonomy of heads and governors and local authorities to make the right decisions for their communities.

I think the temptation is to always ask Ofsted to police something. I think that is not the position that we should be in, because actually we are about looking at the effectiveness of what is happening. We do not have the resource or whereabouts to be able to always determine what is the best thing for young people in all circumstances, which is why we are looking to see what is working.

What I think this work will do is it will give us information about what we are seeing to be working and the markers and indicators of the most successful practice, which of course will be shared with inspectors on the ground.

Sophie Linden (Deputy Mayor for Policing and Crime) (Chair): OK. I would like to take that further probably in discussions in terms of I understand that you do not police schools, it is inspection, but in terms of other safeguarding, if there are not the right frameworks or policies in place, that will be picked by Ofsted, will it not? Is that also being picked up in terms of knife crime and propensity to violence that we have been talking about today?

Mike Sheridan, (Regional Director, London, Ofsted): So there are expectations under statute that schools and colleges need to abide by. Part of what we do is look to check that safeguarding policies are in place and safe recruitment practices are appropriate.

So, within that, that catches lots around safeguarding. In terms of the specific actions that come out of there, if it is not a statutory function that we are being directed to look at by the Department for Education (DfE) then we would not tend to look at that. We get lots of calls on this. This is not just about knife crime. We are called on to look at mental health or obesity or sport. I think it is about making sure that what we have is an adaptable framework that allows us to look at schools as they are understand what they are doing, as opposed to be looking for particular behaviours and practices.

Sophie Linden (Deputy Mayor for Policing and Crime) (Chair): That is certainly something we are lobbying the DfE about and that is why we asked in terms of violence

strategy. That is when I am talking about across government departments. The Department for Education is absolutely one of the ones that we are lobbying on.

I just wanted to bring in Eliza. You are working in Pupil Referral Units in Croydon and Lambeth. How that is playing out in the work that you are doing. It would be really helpful to understand that and how the issue of exclusions is working.

Eliza Rebeiro (CEO, Lives Not Knives): I just want to start with saying that Lives Not Knives is a youth-led charity and bar one member of staff, last year, all of the people who were actually working on this pilot programme were 24 and under, working with 16-year-olds. I think that is really important to know.

I also want to ask, has anyone in this room been excluded from school? Because I have. I want to say that although we are bringing it up all the time and we are saying what can we do and how can we feel how those people felt, I will tell you, you feel horrible about yourself. You feel like you have been let down by your school, the system and you are being questioned by psychiatrists and they are asking you what is wrong with you, at 14 years old.

Now, all of these kids probably felt the way I did or worse, because a lot of them did not have a family support and were in care as well and did not have the support from it either. So, they did not have a mum to go home to to talk to about it.

We were asked to work with 42 young people in pupil referral units. They had to be 15 or 16 and in Year 11 when recruited to the service. They had to be engaged in criminal activity, exploited by gangs, suffering from mental-health issues, young offenders, had repeated domestic violence at home. Had to be gang association on the Metropolitan Police Service gang matrix. They had to be known to be in a gang or repeat victims of crime because of gangs.

We worked with 42 young people. A few of those were already on tag (home detention curfew) and at risk of being sent to prison when we started working with them. Of the 42, with 31 of them we did healthy workshops, understanding sexual violence, understanding alcohol abuse, understanding drug abuse, them doing healthy living, health relationships, and what we deemed to be healthy in this society, as well as CVs and pre-employability skills. With those 31, we got all of them into full-time education, training, employment, or a job. From those 31, 78% of them are still these many months later, from September, in those placements.

The work that we did, some of it was harder with some of the young people who definitely said, "We don't want to work with you". But when they saw that we were working with some of their peers and saw how much their peers had improved, they were happy to work with us. When they understood that myself and all my staff had been in a similar background to them at their age, they were more than happy to understand how we had shed that anger and how we were in a position to help them.

I do think, when it comes to permanent exclusion, we are looking at a lot of it then leads to mental-health issues, and there is not any support or help that can deal with that, because they are not opening up as well. So, we cannot actually diagnose that to understand what they are going through at that time, because they do not want to talk to teachers. They do not want to talk to staff. If it is taking us that long to open up with some of them, it is taking a lot longer.

One of our young people that we are working with who you will see we are doing a project at the moment with Channel 5 and she is in the documentary she opened up a lot about how she felt to do with Lives Not Knives and the support that she received. She is 16 years old and she said that she had been jumped three times. She had lost a multiple amount of friends to knife crime. She was in care and she only understood that people could love her and support her without wanting to tick boxes and want anything back as soon as she started working with us. So how do we tackle those young people that need the support but feel like agencies are doing it just to tick boxes?

I also want to say; Lives Not Knives does do the work in primary and secondary schools. We are working at the moment with secondary schools that have asked us to come in specifically for victims and for young people that are involved in gangs, but they do not want to exclude. We did ask for the funding from various organisations and that was denied, but as we can see it is needed because the schools would not be paying it for themselves if they did not feel the need was there.

The thing that we are finding hard now is the data sharing, because if we are doing the work in schools and we are doing it paid by then, then we are only sharing it with their staff and they are dealing with it in the way that they think is feasible if we are doing the work under their roofs. This is not then helping us share information with our gangs team or with our counsellor who can then go and support some of those young people.

We have received £20,000 from the Home Office and are launching a teachers' programme, which we will be launching in June to pilot in Croydon schools and hopefully work cross-borough if it works in Croydon schools. We are working with a sister who has lost a brother, a mother whose son is a murderer, a police officer, someone from the law, and a paramedic, and getting real life stories, as well as creating lesson plans for teachers to use in Personal, Sexual and Health (PSHE) Education/Citizenship lessons, and trying to make it so that we did get teachers on board and do a lesson plan with them to understand whether they appreciated it, and 100% of them said, yes, they needed it in schools. We have been working in schools doing prevention work since 2010. The only years we were not funded for it were 2015 and 2016. Otherwise we were reaching 10,000 young people a year in primary and secondary schools. 100% of all of those teachers agreed that it needed to be in schools and we needed to be the ones to deliver it, because we had the life experience to.

I am happy to share all of that information and we are releasing a new social-value paper probably at the end of April. So, please, if you want to come even and visit us and see some of the work we are doing or see the social-value paper, give me your card at the end and we can invite you to do so.

Sophie Linden (Deputy Mayor for Policing and Crime) (Chair): Thank you. That was incredibly important and powerful. So, thank you very much.

Eliza Rebeiro (CEO, Lives Not Knives): Thank you for having me.

Sophie Linden (Deputy Mayor for Policing and Crime) (Chair): This is really interesting, Mike, because you were talking about your thematic, picking up on good practice, and I presume it will pick up absolutely on ...

Mike Sheridan, (Regional Director, London, Ofsted): Thank you.

Sophie Linden (Deputy Mayor for Policing and Crime) (Chair): Which is fantastic, because we have talked about spreading good practice and it really picks up on why that is so important.

The other thing that you mentioned is around therapeutic interventions and mental-health services. I just wondered if, in terms of what you are doing in Camden in terms of your own work, whether you might be able to explain how that has an impact and what else we ought to be doing.

Dr Jeff Halperin (Psychologist, Camden and Islington NHS Trust): Sure, to link up with so much that has been spoken of already today.

Sophie Linden (Deputy Mayor for Policing and Crime) (Chair): Yes.

Dr Jeff Halperin (Psychologist, Camden and Islington NHS Trust): I guess we would call us a hyper-local intervention, quite a lot of work in Camden and Islington. This is, if you like, a sister project to the integrated gangs team that we heard a little bit about. This is funded from Camden.

Why we exist, it was very much in response to murders, knife murders, by a gang that had a high level of activity. Through existing good relationships with the local authority, we put together a health-led and that is distinctive about this approach is our project is health led to work with a particular gang.

I have to say, echoing again what has been said already, is that a series of interviews were conducted with the families and young people associated with particular deaths, other gang members and families. What was said repeatedly was, "Nobody helped. Nothing had been helping. Everybody just referred my son/my daughter on to another service. Nobody actually got to grips with this and actually offered something real. It was always going to be down to somebody else".

What compounds that difficulty is that so many of these young people actually find engagement very difficult. They are very mistrustful of mainstream services. So how you engage is also another issue. Certainly, a concern I always have is around the increasingly tight eligibility criteria of all our services, because they are so target driven. That actually gets in the way of providing good care. Particularly for young people who do not quite fit, and many of these young people do not quite fit.

Why health led? Well we have lots of evidence that young people, gang-affected young people, do have health problems. Sometimes they are clearly quite diagnosable in terms of anxiety, depression, post-traumatic stress disorder. That can often come out of early childhood

experiences, some of which we have heard about, exposure to trauma. Also through involvement in the gangs and what they have witnessed and what they have experienced.

Aside from, if you like, those harder signs, I think what we find from working with young people in particular who are gang affected is that they really have a very low level of self-confidence, self-esteem, feel a very powerful sense of alienation from society. What we might see as opportunities, they are more likely to see as threats, because they do not have the confidence to engage with things that are offered to them. They do not feel they have the wherewithal. They have experiences of school exclusion, which has hugely damaged their self-confidence. They find relationships, attachments, trust extremely difficult.

So, I think what has made our approach a bit different was that when we started this project, rather than it being referral-led, what we did is we worked with the local police and youth offending services and said, "Who are the young people most involved in this gang world, which you are concerned around, and how can we engage with them?" They were identified for us, and we went out into the community and met with them.

So, in fact what we did actually to build trust for this project was hang around, in fact it was a cemetery where these young people were using as their base, and for week after week after week, a couple of members of the team, and actually Richard can elaborate upon how the work on the ground works, but got to know these young people. We were there when they did not turn up. We still stayed there. We were always there. We wanted to demonstrate consistency. That this could be a trusting relationship. We have said to them, "We are setting up a project. We have got a bit of money to do so. Would you like to have a project for you and your mates? What things would you like to do? What activities would you like to be involved in? Maybe we will get a base. You can come along. We can do stuff together. We can help with stuff that you need to do around your housing, benefits, court reports, whatever it may be. Driving theory test. We can help support you".

Through this way and I have to say, this group, this core group, and particularly those who would not engage with any mainstream services at all through this mechanism, we built up a core of young people. Since we started in April 2016, we have had contact with over 100 young people and at any one time we have usually got 20 or 30 who are coming to our three-times-a-week activities.

I emphasise very strongly, it is something that has come up a lot here, is that it is youth led. It is co-produced. It is about what the young people wanted. If you like, we are all in charge together. They can make up the rule as well, if they are going to work. You know, one of the big issues we had was around bringing knives to our centre. Actually Richard, you could pick up on that and how we dealt with that and our definition of success.

Dr Richard Grove (Team Leader, Project 10/10): Yes, so I guess what is important to say as well is we do not take referrals. So, we are peer-referral service. So, the young people were initially identified and then we go and work with them to co-produce something that they feel that they can access and their peers can access.

So that sort of boils all the way down to, as Jeff was saying, what the rules are of the project that we put together. They are also co-created. We did come up with a rule that it would just

be a sort of safer, nicer working environment if we had a rule of no weapons were allowed to be brought into the project.

This is and has been a work in progress, this rule, but there was one incident where we had a rival group of young people who just so happened to pass by where our project was and came towards the door. We shut the door and in that moment, the young people that were actually in the project ran to the kitchen to try and find knives, that I am happy to say I had already hidden.

That seems like a bit of a strange kind of anecdote to tell, but that to us is such a kind of big achievement for them to be caught lacking, and to accept that as something that they can kind of live with and they can experience life lacking is a huge achievement.

I have to say one thing that I wanted to bring up was this idea of not pathologising young people. It is great to hear that around these tables and see so many people nodding along, but I really do think that there is still a massive societal problem. The damage has been done in society, in terms of pathologising these young people. The way they are presented in the media has not been good historically. So, we are now faced with that problem.

Something I am quite proud of is that we were actually featured in a news article recently for the Camden New Journal. You should never read online comments, but I did. One of the online comments branded us as "neoliberal claptrap", pretty much because I had kind of recounted that same story of the young people not having knives on their person. That is quite a nuanced argument. It takes a lot. It is a complicated thing to get your head around. If we are just kind of expecting the wider public and society to go along with us, nodding along to they are victims, we are going to be I think faced with problems. More work needs to be done to change the narrative, shift the narrative from, yes, perpetrators but also victims. Like the people that are the perpetrators, the criminals, are fundamentally the victims, and they are victims of crime, but they are also victims of circumstance, of poverty, and of all the things that have been mentioned already.

If you have young people that have a chaotic upbringing and a difficult life, and they have experiences of being left and abandoned, when they are going into an organisation like a school, and they are being expected to perform in a certain way, and they are not meeting those expectations, and then they are excluded, that is a complete re-traumatisation of what they have already been through.

I cannot quote facts and figures, but I am sure that those who do get excluded are overwhelmingly from those backgrounds. That is such an incredible point you just made; put your hand up if you have been excluded from school around this table.

Eliza Rebeiro (CEO, Lives Not Knives): We are talking about it, but no one knows how it feels.

Dr Richard Grove (Team Leader, Project 10/10): Exactly. Exactly. This brings me on to my final point that I just really wanted to make after listening to all of this is that there is a lot of talk here about listening to the young people that we are trying help here. I think something is missing in that the young people need to feel empowered to speak, because at the moment if

you are just going to go, "Right. We are happy to listen", you are going to get a biased sample. It is going to be young people who already feel empowered and already feel like they belong in their communities and societies.

For example, we found out about this at quite short notice and yesterday I tried to recruit one of our young people to come to this meeting. Every time that we are invited to something like this, it is less about what we are saying; it is more about the voice of the young people and making them feel like they can actually come here and say something. Unfortunately, it was too short notice, but that is what is missing. It is going to take a lot of work to empower them to feel like they are able to actually say something. Small steps like inviting them is something that could be quite helpful.

I am conscious of time. I would like to talk more about our project, but if anyone wants to find out more, happy to send information.

Dr Jeff Halperin (Psychologist, Camden and Islington NHS Trust): Just to say one thing, I think a key element is around the training element. It is mental-health led, we have realigned youth workers initially from Camden and Islington boroughs, and it is really important in terms of sharing knowledge and ways of working, and actually the emphasis on mentalisation ambit type of approach, which we have not got time to go into. Actually I do not want to be over technical about, but it is just about having very good listening skills. It is about being curious. It is about giving other people a voice and trying to understand their world, their internal world, and realising there is a whole issue for these young people around resilience, confidence, self-esteem which needs to be part of what we do, alongside all the other important enforcement approaches, the bigger social issues around it. It is about putting them all together as well as we can.

Sophie Linden (Deputy Mayor for Policing and Crime) (Chair): Thank you. Brilliant. Thank you very much. I think that is really helpful and thank you very much for that.

I think in terms of the voice of the young people, we absolutely agree with you. As I said at the beginning, this is a series of not just meetings but a series of actions that we have been taking and the development of the Knife Crime Strategy. We have spoken to over 400 people. We surveyed them. I went into prisons to talk to them. Florence, your people from Greenwich came who were on Youth Offending Orders. That is continuing. This was more about the organisations. So that is why they are not here today. It is not that we are not speaking to them. Absolutely agree with you. Not listening to the voice of young people and the voice of families, you are going to miss, and it is very, very important.

Thank you very much for coming today. In terms of next steps and what comes out of today, it is a continuation and I think we will be bringing people back before the summer in terms of that leadership and spreading of good practice, and we will continue the work that we are doing anyway with local authorities with the heads of community safety. They regularly meet in City Hall in terms of spreading that good practice. The Mayor has invested in this quite heavily in terms of a youth fund, £45 million for a youth fund, which really is about the type of work that you are describing that you are doing, but also that money that is going into the Metropolitan Police Service, and you did say, around that enforcement aspect, because it is so important. Knife crime has been a priority for the Police and Crime Fund when we published it last year,

and that is part of the work of the Mayor and it will continue. He has also put extra money into having an additional 1,000 police officers, because this also about capacity. It is not just about the number of cars. It is about the number of police officer that are able to do that enforcement. Without them there on the streets in significant enough numbers, we are going to have those issues.

Thank you very much. One of the things that we have not really discussed, two of the areas we have not discussed a lot today, which we will pick up and have as part of the strategy is social media. Whether that is about identity. There is a discussion around that and what that means, but also around, I think you described how social media can fuel violence and what social media companies need to be doing to take responsibility around that as well. I think you talked about housing. We will pick that up in terms of what we can discuss with local authorities and the social housing providers as well, as an element to this as well.

Thank you very much. That was very helpful and useful. Thank you.