

AGENDA

**Meeting Violence Reduction Unit
Partnership Reference Group**

Date Wednesday 1 May 2019

Time 2.00 pm

**Place Committee Room 2, City Hall, The
Queen's Walk, London, SE1 2AA**

Partners

Sadiq Khan, Mayor of London (as Chair)
Sophie Linden, Deputy Mayor for Policing and
Crime (Deputy Chair)

Joanne McCartney AM, Statutory Deputy
Mayor and Deputy Mayor for Education and
Childcare

Debbie Weekes-Bernard, Deputy Mayor for
Social Integration, Social Mobility and
Community Engagement

Gabriel Amahwe, Director of Probation,
London CRC

Jas Athwal, Executive Member for Crime and
Public Protection, London Councils

James Banks, Director of London Funders

Nicky Brownjohn, Head of Quality and
Safeguarding, NHS England

Jamie Carswell, Director of Housing and Safer
Communities, Royal Borough of Greenwich

Dr Vin Diwakar, Regional Medical Director for
NHS England in London

Carolyn Downs, London Councils Chief
Executive Lead for Community Safety and CEO
of Brent Council

Professor Yvonne Doyle, Statutory Health
Advisor to the Mayor and Regional Director for
Public Health England

Sir Sam Everington OBE, Chair, Londonwide
Clinical Commissioning Council

Jake Ferguson, Chief Executive Hackney CVS

Mary Harpley, Chief Officer, GLA

Ebinehita Iyere, Juvenis

Rebecca Lawrence, Chief Executive, MOPAC
Ben Lindsay, Lead Pastor at Emmanuel Church
New Cross

Carmel Littleton, Director of Children's
Services, London Borough of Islington

Joanne Murfitt, Regional Director of
Specialised Commissioning, Public Health
Commissioning, Health in Justice and Military
Health, NHS England (London)

John O'Brien, Chief Executive, London
Councils

Lib Peck, Director of Violence Reduction Unit

Mark Simmons, Assistant Commissioner,
Metropolitan Police Service

Kilvinder Vigurs, Divisional Director, National
Probation Service (London), HM Prison and
Probation Service

Agenda

Violence Reduction Unit Partnership Reference Group Wednesday 1 May 2019

1 Apologies for Absence and Chair's Announcements

2 Declarations of Interest

3 Minutes of last meeting (Pages 1 - 6)

4 Actions Arising (Pages 7 - 12)

5 MOPAC Update

An update to be provided by Sophie Linden, Deputy Mayor for Policing and Crime.

6 Violence in Numbers

A PowerPoint to be presented by Paul Dawson, Head of Evidence and Insight at MOPAC.

7 Closing the Gaps in Support for People Affected by Violence

(Pages 13 - 16)

A report and PowerPoint to be presented by Sam Cunningham, Director of Policy and Commissioning at MOPAC.

8 VRU Delivery Model and Programme Development (Pages 17 - 32)

A report to be presented by Lib Peck, Director of Violence Reduction Unit.

9 VRU Community and Youth Engagement Proposals (Pages 33 - 42)

A report to be presented by Debbie Weekes-Bernard, Deputy Mayor for Social Integration, Social Mobility and Community Engagement.

10 Future of Partnership Reference Group (Pages 43 - 48)

A report to be presented by Lib Peck, Director of Violence Reduction Unit.

11 Any other business the Chair considers urgent

12 Date of next meeting

The next meeting will be held on Wednesday 12 June 2019 at 2:00pm, at City Hall.

13 Close

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SUMMARY MINUTES

Meeting: Violence Reduction Unit Partnership Reference Group
Date: Wednesday 6 March 2019
Time: 2.00 pm
Place: Committee Room 1, City Hall, The Queen's Walk, London, SE1 2AA

Present:

Partners:

Sadiq Khan, Mayor of London (as Chair)
Sophie Linden, Deputy Mayor for Policing and Crime (Deputy Chair)
Joanne McCartney AM, Assembly Member and Statutory Deputy Mayor
Debbie Weekes-Bernard, Deputy Mayor for Social Integration, Social Mobility and Community Engagement
James Banks, Director of London Funders
Jamie Carswell, Director of Housing and Safer Communities, Royal Borough of Greenwich
Carolyn Downs, London Councils Chief Executive Lead for Community Safety and CEO of Brent Council
Sir Sam Everington OBE, Chair, Londonwide Clinical Commissioning Council
Jake Ferguson, Chief Executive, Hackney CVS
Mary Harpley, Chief Officer, GLA

Vicky Hobart, Head of Health, GLA (*attending on behalf of Professor Yvonne Doyle*)
Ebinehita Iyere, Lead Project Co-ordinator, Juvenis
Rebecca Lawrence, Chief Executive, MOPAC
Ben Lindsay, Lead Pastor at Emmanuel Church New Cross
Carmel Littleton, Director of Children's Services, London Borough of Islington
John O'Brien, Chief Executive, London Councils
Lib Peck, VRU Director
Caroline Reid, Director of Delivery - Specialised Commissioning, NHS England (London) is attending as substitute (*attending as substitute for Joanne Murfitt*)
Mark Simmons, Assistant Commissioner, Metropolitan Police Service
Kilvinder Vigurs, Divisional Director, National Probation Service (London), HM Prison and Probation Service

In attendance

Lynne Abrams, Head of VRU
Jeanette Bain-Burnett, Community Engagement Manager, GLA
Jay Bance, Peer Outreach Team, GLA
Nick Bowes, Mayoral Director, Policy, GLA
Paul Dawson, Head of Evidence and Insight, MOPAC
Doug Flight, Head of Strategic Policy Group, London Councils
Amy Gelsthorpe-Hill, Board Secretary (clerk)
Jamilla Hinds-Brough, Senior Coordinator - Serious Youth Violence, GLA
Nadeem Javaid, Senior Advisor - Community Stakeholders, GLA
Sasha Salmon, Senior Adviser to the Deputy Mayor for Social Integration, Social Mobility and Community Engagement
Mike Sheridan, London Director, Ofsted

Ruchi Singh, VRU Mobilisation Lead, MOPAC
Scott Ware, VRU Seconded (Metropolitan Police Service)
Sarah Wilkins, Senior Education and Youth Manager

Apologies

Gabriel Amahwe, Director of Probation, London CRC
Nicky Brownjohn, Head of Quality and Safeguarding, NHS England
Dr Vin Diwakar, Regional Medical Director for NHS England (London)
Prof Yvonne Doyle, Statutory Health Advisor to the Mayor and Regional Director for Public Health England
Joanne Murfitt, Regional Director of Specialised Commissioning, Public Health Commissioning, Health in Justice and Military Health (London), NHS England

Further information about the Violence Reduction Unit Partnership Reference Group, including copies of agendas and summary minutes, may be found at: <https://www.london.gov.uk/what-we-do/mayors-office-policing-and-crime-mopac/violence-reduction-unit-vru/who-violence-reduction-unit>.

1 Apologies for Absence and Chair's Announcements (Item 1)

- 1.1 The Mayor welcomed Partners and attendees to the meeting and noted apologies as above.
- 1.2 The Mayor welcomed Lib Peck to her first meeting since being starting in the role as VRU Director on 4 March. The Mayor shared that London Councils had nominated Cllr Jas Athwal, Leader of Redbridge Council, to join the Reference Group in place of Lib Peck.
- 1.3 The Mayor welcomed Mike Sheridan, who would be presenting initial draft findings from Ofsted's Safeguarding Knife Crime Thematic Review at Item 6.
- 1.4 The Mayor shared that Niven Rennie and Will Linden from the Scottish VRU would continue to be involved in the VRU and attend Reference Group meetings as required moving forward; he shared formal thanks for their continued support and noted that he would send a letter of thanks after the meeting.

Action: Clerk

- 1.5 The Mayor read out the names of the 14 people who had died as a result of violent incidents in London since the 22 January 2019 meeting and stated his condolences for the families. The Mayor referred to recent deaths by stabbing in Birmingham and Manchester, the associated nationwide debate and the increased attention of Government and national media.

2 Declarations of Interest (Item 2)

- 2.1 There were no declarations of interest.

3 Actions Arising (Item 3)

- 3.1 The updates on the actions arising from the last meeting, held on 22 January 2019, were noted.
- 3.2 Lib Peck and Jake Ferguson would discuss the possibility of a future paper on systemic institutional challenges outside the meeting.

Action: Lib Peck and Jake Ferguson

4 Violence in Numbers (Item 4)

- 4.1 Mark Simmons presented the report outlining the latest data on violent crime and policing activity. As agreed at the 22 January meeting, Mark shared data on female perpetrators of violent crime, which outlined that they are a very small minority.
- 4.2 Partners discussed the need for additional crime data and it was agreed that Lib Peck would consider the VRU's overall data requirements before seeking further data from the Metropolitan Police Service.

Action: Lib Peck

5 Understanding School Exclusions and Opportunities for Interventions (Item 5)

- 5.1 Joanne McCartney presented the report and a PowerPoint presentation¹ outlining the GLA's current understanding of school exclusions in London and the opportunities for VRU interventions. Joanne shared thanks to Carmel Littleton and Mike Sheridan for their input.

6 Presentation: Ofsted Safeguarding Knife Crime Thematic Review (Item 6)

- 6.1 Mike Sheridan, London Director at Ofsted, provided a verbal outline of the interim draft findings in Ofsted's Safeguarding Knife Crime Thematic Review, which had been commissioned by MOPAC and London Councils as an evidence base from which organisations could develop policy. The report was undergoing final clearance at Ofsted and would likely be published in April 2019.
- 6.2 The research asked questions on three areas: safety in school; support in staying safe outside school and the impact of exclusions.
- 6.3 Ofsted was clear that a good education could not be underestimated in optimising a person's life choices, but that the issues leading up to exclusions required a multi-agency approach with improved information sharing.
- 6.4 The Mayor invited Partner comments on Items 5 and 6 together. Partners discussed the disproportionate numbers of children and young people from Black, Asian and Minority Ethnic backgrounds who had been excluded from school; the lack of diversity in teachers, governing bodies and school inspectors; and the need for a more diverse curriculum that educated all children on their histories and importance in society, which would be discussed further outside the meeting.

Action: Lib Peck

7 Community and Youth Involvement: Update (Item 7)

- 7.1 Partners received a verbal update from Debbie Weekes-Bernard and Joanne McCartney, which included progress on securing secondments from the Voluntary and Community Sector and the approach to engaging communities and young people.
- 7.2 Partners noted the proposals to establish a Youth Action Group and a Community Planning Group and that the VRU would ensure a diverse range of backgrounds were represented on both groups.

8 VRU Progress Update (Item 8)

- 8.1 Lib Peck introduced the update, outlining her reflections from her first three days in the role and the importance of ensuring that the VRU further developed its plan of action. Lib advised

¹ The PowerPoint presentation is attached at Appendix A.

Violence Reduction Unit Partnership Reference Group
Wednesday 6 March 2019

that the Metropolitan Police Service secondment was in place and that adverts were live for five VRU roles.

8a Delivery Model (Item 8a)

- 8.2 The Head of VRU provided a verbal update on four workshops held with practitioners and frontline experts to develop the governance, objectives, resource requirement and commissioning approach for the central VRU and VRU Hubs. Partners would be contacted with further details as the model was consulted upon.

8b Commissioning Principles and Priorities (Item 8b)

- 8.3 The Head of VRU provided a verbal update at Item 8a.

8c Evidence Informing the VRU (Item 8c)

- 8.4 The Head of Evidence and Insight at MOPAC presented a report outlining key evidence that would be gathered to create an understanding of the underlying drivers of violence and inform the design of the VRU. Research tenders had closed, contracts would be awarded in March and the research would be delivered by summer 2019.
- 8.5 Partners received an update on the development of the VRU Performance Framework.
- 8.6 The Mayor asked Partners to support the VRU by coming forward with offers to share qualitative and quantitative data so far as data legislation allowed.

9 Forward Plan (Item 9)

- 9.1 Partners noted the items on the Forward Plan and agreed to provide any additional future agenda items by email to the clerk.
- 9.2 Lib Peck shared her commitment and enthusiasm to lead the VRU with community at its heart. Lib would review the role of the Reference Group, which was established for the mobilisation phase of the VRU.

Action: Lib Peck

- 9.3 Partners noted that MOPAC was undertaking a strand of work to look at the disproportionate number of Black, Asian and Minority Ethnic (BAME) individuals across the capital who came into contact with the police and criminal justice system. Part of this work would include a roundtable discussion with key stakeholders, details of which would be shared with Partners when available.

Action: Clerk

10 Date of next meeting (Item 10)

- 10.1 The next meeting was confirmed as 2pm on Wednesday 1 May 2019, at City Hall.

11 Any other business the Chair considers urgent (Item 11)

11.1 There was none.

12 Close (Item 12)

12.1 The meeting closed at 3:55pm.

Contact Officer: Amy Gelsthorpe-Hill, Board Secretary

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Violence Reduction Unit Partnership Reference Group

Date of meeting: **1 May 2019**
Title of report: **Actions Arising from Previous Meetings**
Report author: **Amy Gelsthorpe-Hill, Board Secretary**
Cleared by: **Lib Peck, Director of the Violence Reduction Unit**
Classification: **Public**

1 Executive Summary

1.1 This report updates the Reference Group on actions arising from its previous meetings.

2 Recommendation

2.1 The Reference Group is asked to note the update on actions arising from previous meetings.

3 Actions Arising from the Meeting of 6 March 2019

Agenda Item	Action	Deadline	Status	Owner
1. Apologies for Absence and Chair's Announcements	The Mayor to send a letter of thanks to the Scottish VRU for its continued involvement and support.	31 March 2019	Complete: The letter has been sent.	Clerk
3. Actions Arising	To discuss the possibility of a future paper on systematic challenges outside the meeting.	31 March 2019	Ongoing: Verbal update to be provided.	Lib Peck and Jake Ferguson
4. Violence in Numbers	To consider the VRU's overall data requirements before seeking further data from the Metropolitan Police Service.	30 April 2019	Complete: To be discussed as part of Items 5 (Violence in Numbers) and 8 (Programme Update).	Lib Peck
6. Presentation: Ofsted Safeguarding Knife Crime Thematic Review	To discuss a more diverse curriculum that educated all children on their histories and importance in society.	30 April 2019	Complete: This area forms part of a much wider discussion across GLA, MOPAC and VRU priorities. The GLA will shortly publish citizenship materials that encourage diversity in history curriculums.	Lib Peck
9. Forward Plan	To circulate details of the roundtable discussion on disproportionality in the criminal justice system to Partners by email.	30 April 2019	Complete: Attached at Appendix A.	Clerk

4 Actions Arising from the Meeting of 22 January 2019

Agenda Item	Action	Deadline	Status	Owner
6. Community Engagement Proposals Update	To ensure that the Group's permanent membership included 30% representation from the community and voluntary sector, and that organisations represented at the Group and seconded from into the VRU were those trusted by communities.	Ongoing	Complete: To be considered at Item 9 (Future of VRU Partnership Reference Group).	VRU Mobilisation Lead, MOPAC

5 Financial Comments of the Executive Director Resources

5.1 Not considered in the drafting of this report.

6 Next steps

6.1 Outlined elsewhere within this report.

Appendices:

Appendix A – Youth Disproportionality Practitioners Workshop

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Appendix A – Youth Disproportionality Practitioners Workshop

Purpose

The aim of this paper is to provide some context to the workshop on Youth Disproportionality in the criminal justice system to be held on **5 June 2019**. It outlines the purpose and structure of the workshop.

1. Overview and objectives

- 1.1 Ensuring fairness in policing and across the criminal justice system is a key priority for the Mayor and Deputy Mayor for Policing and Crime (DMPC), as historically BAME groups have expressed lower levels of confidence in policing than others. Across the criminal justice system BAME groups are overrepresented in terms of numbers and have poorer outcomes. This issue is particularly acute within the Youth Justice System (YJS).
- 1.2 The key objective of the workshop will be to understand practitioner insights around this overrepresentation and to develop recommendations for action. Participants will be asked to make recommendations on how disproportionality in the youth justice system can best be addressed based on their experiences.
- 2.2 Geeta Subramaniam, Director of Community Protection for Lewisham will chair the event (Geeta is involved in her capacity as the Chair of the London Heads of Community Safety). Attendees will be a combination of statutory partners, practitioners and community groups. Members of the Reference Group are invited to recommend suitable attendees.

2. Draft Agenda (to be confirmed closer to the date)

Open by Chair setting out the purpose & structure of the workshop	Geeta Subramaniam, Director of Community Protection at Lewisham to open.
Facilitator	Facilitator to enable participants to outline the key issues that they want to address
BAME Youth Disproportionality in London – what the data is showing	MOPAC evidence and insight briefly setting out what the available data shows in London, across the CJS and stakeholders
Breakout sessions Approximately 20-30 minutes each	Sessions will be focussed on the offender journey from pre-court (e.g. stop & search, police custody, arrest, OOC), prosecutions, sentencing, imprisonment, post-imprisonment, integrated offender management (role of LAs, commissioning support services etc.).
Closing session setting out actions, points to take away and next steps.	

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Violence Reduction Unit Partnership Reference Group

Date of meeting: **1 May 2019**

Title of paper: **Closing the gaps in support for people affected by violence**

To be presented by: **Samantha Cunningham, Director Criminal Justice Commissioning Directorate, MOPAC**

Cleared by: **N/A**

Classification: **Public**

1 Executive Summary

- 1.1 This paper provides an overview of the nationally and regionally commissioned support services for victims, witnesses, and communities affected by violence and the proposed next steps in closing the identified gaps in support.

2 Recommendations

- 2.1 The Reference Group is asked to:
- Note the update in this paper;
 - Support the integration of the additional resources provided in the short-term uplift in the Children and Young People (CYP) Service;
 - Support the development of a new CYP Service later this year; and
 - Call on government to provide the resources necessary to sustain these services and close the gaps in support for people indirectly affected by violence.

3 Introduction

- 3.1 In a 2018 study¹ done by University of Cambridge with Leicestershire Police concluded that a major subset of the most harmful and the most harmed individuals consisted of persons who can be identified as being both victim and offender. The study proposes prioritising resources on this 'third category' of individuals would have a significant impact on addressing both repeat victimisation and reoffending.
- 3.2 This paper proposes that engaging victims of serious violence in support services that help them to cope and recover from their experiences will reduce the likelihood of those individuals forming part of the victim-offender category who can be prolific in their reoffending and victimisation.
- 3.3 On 4 April 2018 at the Prime Minister's Serious Violence Summit, the Ministry of Justice (MoJ) publicly recognised this vulnerable victim-offender cohort and announced a new programme to help children in custody who are also victims of violent crime and an extension in the scope of the Homicide Service to include support for witnesses of murder or manslaughter in London. While details of what these programmes entail is limited, there is clearly a role for MOPAC in supporting the local implementation of these new programmes and aligning locally commissioned services

¹ 'Victim-Offenders': a Third Category in Police Targeting of Harm Reduction, David Sandall, Caroline M. Angel, Jonathan White (First Online: 26 November 2018) <https://link.springer.com/article/10.1007%2Fs41887-018-0027-1>

with them. MOPAC's commissioning ambitions set out below are expected to align and enhance delivery against the MoJ's stated objectives of these two new programmes.

4 Overview of nationally and regionally commissioned support services

4.1 Homicide Service

4.2 The Ministry of Justice commission Victim Support to provide the Homicide Service which is a national support service for bereaved families affected by murder or manslaughter. As above, the government has recently announced plans to expand the scope of this service to include support for witnesses of murder in London.

4.3 Integrated Victims and Witness Service

4.4 The Integrated Victims and Witness Service (IVWS) is commissioned by MOPAC and funded by the Ministry of Justice through an annual grant. The Service provides emotional, practical, trauma and counselling support for victims of crime and as well as guidance and support for witnesses in the lead up to trial.

4.5 The IVWS is not currently commissioned to provide support for all persons affected by crime like all traumatized witnesses and all the friends and family members of victims. Although informally, and by virtue of Victim Support being a large independent charity in its own right, the provider does (by exception) offer support to persons other than victims who have been affected by crime. For example, service which was the precursor to the IVWS (also run by Victim Support) supported many traumatised witnesses following the terror attacks in 2017.

4.6 This vacuum in support services left by the nationally commissioned Homicide Service and the local services MoJ's Victims Grant allows Police and Crime Commissioners to commission has been recognised by government. MOPAC is working proactively with the MoJ to address this gap following recent government announcements at the Prime Minister's Serious Violence Summit.

4.7 Children and Young People Project (CYP) Service

4.8 The Children and Young People Project London provides one to one support to children and young people aged four to 17 who have been the victim of crime. As with the IVWS, the current CYP service is not sufficiently resourced by government to provide support for all persons affected by crime like traumatised witnesses.

4.9 The Mayor of London has provided an uplift in funding for this service in 2019/20 which will allow it to also support young witnesses of crime, develop local partnerships and relationships with the community to engage the voices of the unheard individuals affected by crime and be more responsive to incidents like the murder of Glendon Spence at Lambeth Tigers day-care.

4.10 Over the course of 2019/20, MOPAC will also be looking to re-commission the victim support service for children and young people; however, there remains this longer-term gap in funding necessary to provide the kind of comprehensive and responsive service that London's young people affected by crime need.

4.11 Serious Incident Toolkit

4.12 MOPAC have commissioned Bounce to develop an online Serious Incident Toolkit which will provide organisations and individuals with a set of key activities and considerations when responding in the aftermath of a serious incident of violence.

5 Next Steps

5.1 The next steps following consideration by the Group are summarised below:

Activity	Timeline
Understand the alignment and identify any potential overlap between the uplift in the locally commissioned support services with the recently announced changes to the Homicide Service.	ASAP
Serious Incident Toolkit is developed.	April 2019
Uplift existing CYP Service to address the immediate gap in response support to young people affected by crime.	Summer 2019
Secure further future funding to commission a CYP Service that is sufficiently responsive and resourced to support all young people affected by crime.	August 2019
Go out to tender for a new CYP Service.	Autumn 2019

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Violence Reduction Unit Partnership Reference Group

Date of meeting: **1 May 2019**

Title of paper: **VRU Delivery Model and Programme Development**

To be presented by: **Lynne Abrams, VRU Head of Service Delivery, MOPAC**

Cleared by: **Lib Peck, Director of Violence Reduction Unit**

Classification: **Public**

1 Executive Summary

- 1.1 In September London's Mayor Sadiq Khan announced the establishment of a Violence Reduction Unit (VRU) for London. The Unit has developed three strategic aims:
- Stabilising and reducing violence across London – violence is a concern for us all; we will all play our part to reduce it.
 - Empowering Londoners to stay safe, united and inclusive – London's strength lies in its young people and their contributions to the city, its diverse and vibrant communities, and the willingness of those who live in London to work together.
 - Aligning attitudes and perceptions of violence with reality – recognising that London is one of the safest cities in the world. We will take an asset-based approach, building on and learning from what is working here.
- 1.2 The Unit is adopting a public health approach to identify the causes of violence, to use evidence and data to inform activity, and through effective partnership to develop and implement a series of interventions to interrupt and prevent cycles of violence.
- 1.3 This report provides greater context to this decision; the approach and principles for moving forward; the objectives and work programme to enable change in the next year; and an understanding of the governance and finance of the Unit and its work. This report provides an initial overview of the areas of focus for the VRU, it should be noted that these will need to be refined further into more detailed activity.

2 Recommendations

- 2.1 The Partnership Reference Group is asked to:
- Note the context;
 - Confirm support for the approach & principles;
 - Agree the objectives & key areas of work to be developed further;
 - Note the governance and engagement activity, specifically to support the:
 - community engagement strategy; and
 - way forward for the Partnership Reference Group.
 - To note the resources and finances.

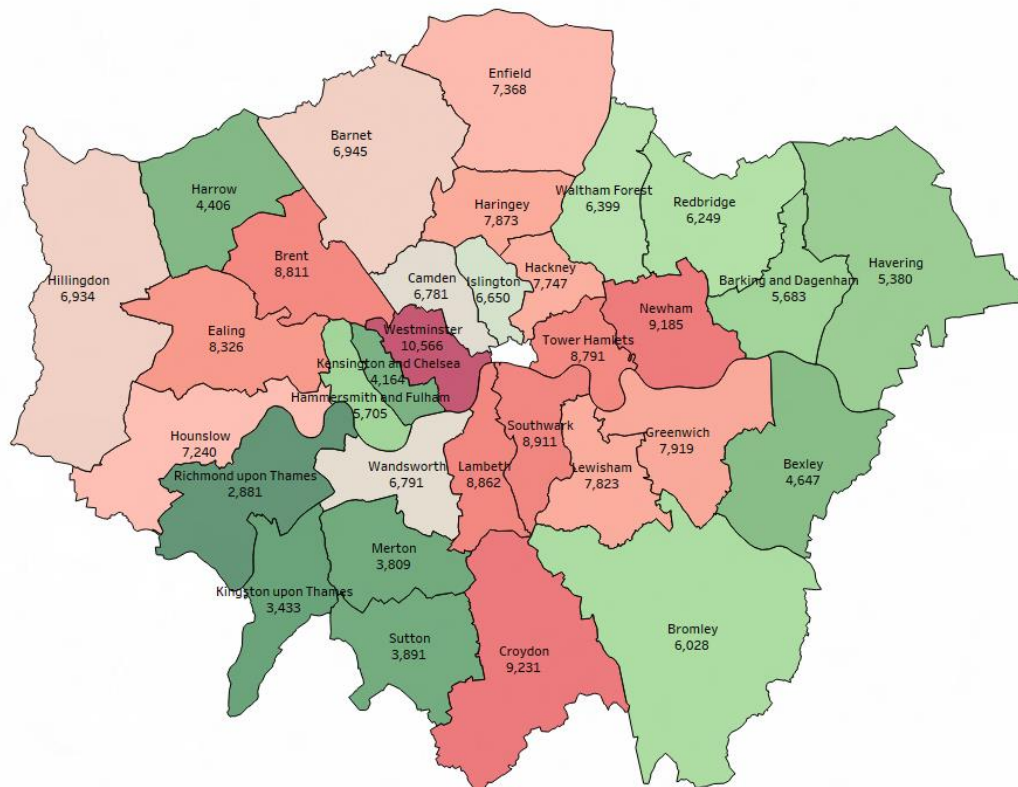
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3 Introduction and Background

Context

- 3.1 Since 2014 there has been a substantial increase in violence nationally and across London. This was across all types of crime, though media attention focussed on youth-related knife crime. In London¹, the boroughs most affected by knife crime which causes injury are Westminster, Lambeth, and Haringey. Across London, in the last 12 months there have been 1,877 victims of knife crime with injury. During the previous 12 months, to March 2018, there were 2,222. Looking at violence more broadly, we can see that Westminster, Croydon, and Newham are most affected boroughs.

London Violence against the Person



- 3.2 This is a trend repeated in cities across the UK, with violence against the person and knife crime increasing significantly. In the 12 months to September 2018, the volume of Violence Against the Person offences increased by 20% compared to the previous year nationally. Offending increased by 6% in the MPS during this period. Additionally, Knife Crime offences increased by 8% both nationally and the MPS.
- 3.3 The combination of the increased number of public attacks and homicides combined with the young age of many of the perpetrators and victims provoked national concern.
- 3.4 The statistics also revealed a huge disproportionality in the ethnicity of both victims and perpetrators alongside glaring disproportionality in the criminal justice system. Black Londoners are more likely to say they feel personally affected by crime, 44% to 32% of non-black Londoners, and this is supported by evidence on knife crime, where

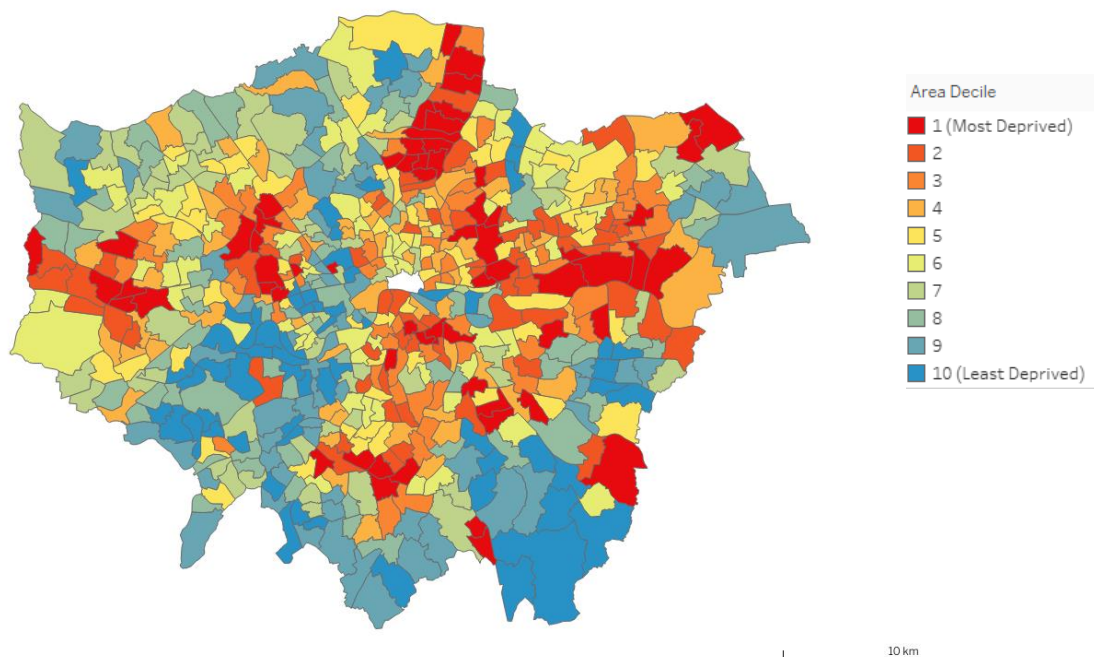
¹ In the 12 months to March'18

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26% of victims and 46% perpetrators are Black. The disproportionality is even more shocking when it comes to homicide. When considering the rate of recorded homicides in 2018, there were 4.8 homicides per 100,000 Black Londoners compared to 0.97 per 100,000 White Londoners.

- 3.5 The picture of inequality exposed aligns with the areas of multiple deprivation in London; at a ward level, the areas most affected by violence are those with the most significant deprivation. The recent report published by the Office for National Statistics into homicides to end of March 2018 indicates that there are likely to be important socio-economic factors in homicides that cannot be examined using homicide data. The report cites evidence from Leyland and Dundas (2009), for example, which investigated homicides in Scotland between 1980 and 2005, and concluded that “contextual influences of the neighbourhood of residence might be more important than individual characteristics in determining the victims of assault”. From mapping the homicides in London over the last three years to the electoral ward level, we can identify that over half of all recorded events (52%) occurred in just 12% of London Electoral wards. Furthermore, 41% of those wards were within the 20% most vulnerable wards in London².

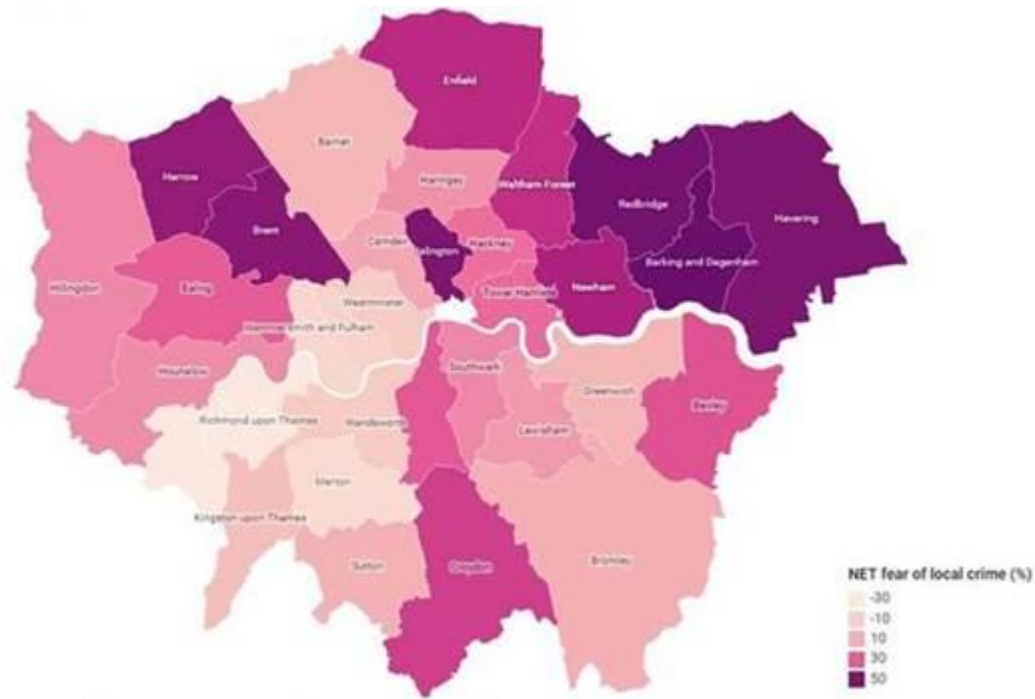
Vulnerable Locality Index for London 2017



- 3.6 This inequality has been further exacerbated by nearly a decade of austerity: London police numbers have fallen below 30,000 for the first time since the early 1980's, and front-line services have been hit hard by cuts to local government and education.
- 3.7 Despite this pronounced inequality, the intense media interest provoked a substantial increase in London citizens' fear of violent crime, which did not correlate with the neighbourhoods and communities they lived in.

² according to the Vulnerable Localities Index.

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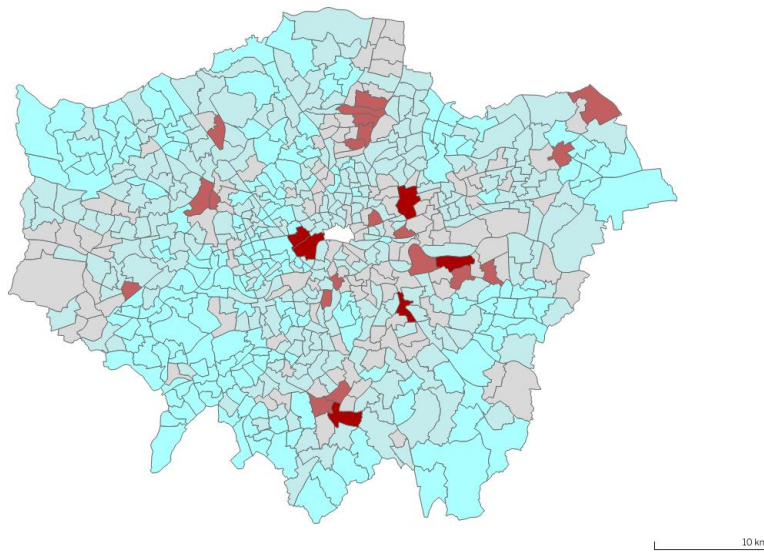


- 3.8 To tackle this increasingly worrying and fatal crime, the Mayor's team developed a knife crime strategy and held a successful conference in June 2018. Working with the 32 London boroughs and alongside the Met Police, each local authority produced detailed knife crime plans from which it was possible to discern best practice. A year on, overall a significant majority of the Community Safety Partnership (CSP) Knife Crime and Serious Violence Action Plans are of a good standard, with comprehensive actions and activity in place to develop them further. It is intended that CSP's will use April-June to conduct a review of their plans and then submit a refresh. This process will include opportunities for briefing sessions with the VRU and MPS as well as senior CSP practitioners to highlight and share areas of good practice. The refresh process will be an opportunity to further expand on innovative work in education, children's social care and health.
- 3.9 The Mayor and his team also embarked on an engagement programme, to enhance City Hall's understanding of the community's experience of serious youth violence and working locally to tackle it. This included a summit at City Hall in April, information sessions for VCS organisations delivering applying to the Young Londoner's Fund, and a series of roundtable discussions across the boroughs led by the Deputy Mayor for Social Integration, Social Mobility and Community Engagement. Community feedback throughout this process was crucial for developing our understanding of some of the key issues facing communities including the lack of trust in institutions and a desire for asset based, locally informed support and delivery.
- 3.10 Since the start of his administration the Mayor has prioritised tackling violence against women and girls (VAWG) with the publication of an integrated VAWG strategy and record levels of investment. Most recently, an additional £15 million of investment has been agreed which MOPAC working with the voluntary sector is commissioning for support services. Tackling violence against women and girls will be a significant element of the VRU's long term work programme.

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- 3.11 The map below shows combined domestic abuse and sexual offences in London in the year to March 2019.

Domestic Abuse and Sexual Offences in London



- 3.12 Nationally and internationally, there were strong examples of where a long-term approach towards tackling violence, based on public health principles, had brought large reductions in serious violence. Learning from Glasgow, New York, Chicago and other cities, the Mayor's office decided to set up a Violence Reduction Unit.
- 3.13 This was the first example of its kind in England and Wales bringing together representatives from the voluntary, community and youth groups, and specialists in health, education, police, probation and local government. Importantly, it was set up to deal with all aspects of violent crime.

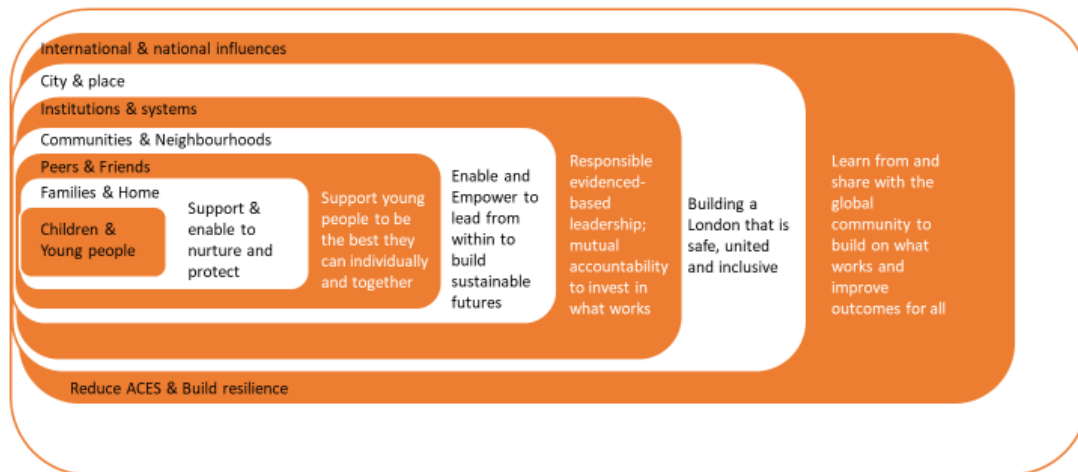
Approach and Principles

A contextual violence reduction approach

- 3.14 A public health approach means no more looking at violence as an isolated incident. It doesn't mean excusing criminality but it does mean to genuinely change behaviour we need to look at the context and influences that impact on individuals at significant points in their life; acknowledging that no individual operates in a vacuum but is both part of and influenced by a huge range of other contexts. Then, taking learning from research, data and evidence, we will develop a full programme of work.
- 3.15 The VRU will adopt this contextual safeguarding approach which focusses on:
- Children and Young People – reducing Adverse Childhood Experiences and building resilience;
 - Families and Home – Support & enable them to nurture and protect young people;
 - Peers and Friends - Support young people to be the best they can individually and together;
 - Community and Neighbourhoods - Enable and Empower communities to lead from within to build sustainable futures;

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- Institutions & systems - Institutions providing responsible leadership; London partners having mutual accountability to invest in what works;
- City and Place - Building a London that is safe, united and inclusive; and
- National and International context - learn from and share with the global community to build on what works and improve outcomes for all.



- 3.16 This approach translates into the child's journey through life with each young persons interaction with different levels of society expanding as they grow older. As they move from the home into the community, there are a broader range of influences and experiences which can impact on them. For most children growing up in London, these experiences reflect the fantastic range of culture, diversity and opportunity available. But for some, there are a more challenging or problematic experiences.
- 3.17 The term adverse childhood experiences (ACEs) is used to describe experiences that directly hurt a child (e.g. physical, sexual or emotional abuse) or affect them through the environment in which they live. This includes growing up in a household where: domestic violence, parental separation, mental illness, alcohol abuse, or drug abuse is present, or where someone has been incarcerated, as well as being excluded from school or suffering other social exclusion. Suffering four or more harmful experiences in childhood increases the chances of high-risk drinking in adulthood by four times, being a smoker by six times and being involved in violence in the last year by around 14 times.

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Building the evidence base

3.18 At the first meeting of the Partnership Reference Group ('the Reference Group'), the Mayor commissioned four key pieces of work to help build the evidence base for the VRU and track its impact. These were:

1. A Strategic Needs Assessment

This will help inform the VRU priorities by setting out the strategic needs and requirements across London that will help to deal with violence.

2. A Review of Homicides and Serious Case Reviews

A thematic review of homicides across London, to establish key causation factors, common patterns and to help bring forward recommendations for the VRU and partners to consider in developing a longer-term strategy.

1 and 2 are being delivered through a partnership of Social Care Institute for Excellence, the University of Bedfordshire, and the Behavioural Insights Team. They will be working alongside MOPAC Evidence & Insight to produce published reports in July 2019.

3. A Performance Framework

This will be produced following details of the VRU work programme, to track activity against the three strategic objectives.

4. A Delivery Model

This has been refined following the practitioner workshops, community involvement planning meetings, input from Chief Executives of London Councils, and feedback from

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the voluntary and community sector. The model no longer focuses on a six hub, sub-regional approach but instead on a more hyper-local, place-based approach. This allows for a deeper understanding of, and investment in, particular areas of London which are either experiencing significant increases in violence (in which case we want to invest in community-led, innovative solutions) or decreases in violence (in which case we want to learn from the activity and share that with other areas). This means that in the first instance the VRU's delivery will focus on priority areas of London and not cover all of London.

A sustainable, long-term approach

- 3.19 We recognise that the aim of a public health approach is to include both short-term and long-term solutions. To create system change, we need to test our approaches and learn from them. The activity outlined in this report will be initiated over the next 12 months, with delivery over the next 18 months at which point the impact will be reviewed.

Commissioning framework

- 3.20 The Mayor has been very clear that the vast majority of the funding for the VRU is to be spent locally and in a rapid, transparent and accountable way.
- 3.21 Through a series of meetings with community practitioners, sessions with the Voluntary Community Sector, and discussions with London local authority Chief Executives, the VRU is proposing that a Commissioning Framework should be drawn up with regard to:
- Clear and transparent criteria for funding which in the first phase will focus on where the problem is most intense and where community activity is strongest;
 - That there is a proven and strong connection between VCS and local authority in the geographical areas;
 - That there would be a clear correlation between the interventions developed through evidence and encouraged at a regional level and those working at a local level; and
 - That the commissioning will be distributed at an appropriate level be that ward, borough or multi borough approach.

- 3.22 We are working with the London Funders to incorporate their principles of good practice commissioning into a future commissioning framework.

Objectives and work programme

- 3.23 Our work programme will be shaped around intervention and activity that reflects and is relevant to a young person's journey through life. We have started with the individual, families and home, broadening to include peers and friends, to playing a part within communities and neighbourhoods, interacting with more institutions and systems, and having a greater understanding of the city and place, and finally addressing national and international influences.

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3.24 Our work programme encompasses the following core objectives:

- supporting individuals to be more resilient;
- supporting stronger families;
- keeping schools safe, keeping young people in school and improving alternatives;
- giving young people every chance to succeed;
- keeping young people safe in public areas and encourage greater activity during holidays; and
- changing the message around violence.

Objective 1 - Supporting individuals to be more resilient ***Reduce Adverse Childhood Experiences and build resilience***

- To develop more personalised services, in particular to encourage public sector partners to work together with voluntary organisations and each other to provide greater join-up and easier contact with individuals using services.
- To develop a range of examples of existing good practice which provide templates and models for public sector partners and the Voluntary Community Sector to implement.
- To provide support for young people who witness and/or suffer domestic abuse.

Why

- 3.25 We know that confidence in public services is one of the biggest deterrents to people using them, in particular young people. The Care Quality Commission³ identified a range of barriers preventing young people from accessing mental health support. Only 50% of young people have a 'good opinion' of the Met police⁴, and only 44% of young victims reported their crime to the police. Through the practitioner workshops, frontline experts told us that parents sometimes avoid seeking help from social services for fear of being drawn into 'the system' and being blamed.
- 3.26 An increased understanding of the interconnectedness of the causes of violence and the complexity of social issues (violence, mental health, drug and alcohol abuse, marginalisation, socio-economic inequalities to name a few) should provide the drive for services to collaborate.⁵

³ Review of children and young people's mental health services, CQC, 2017

⁴ MOPAC Youth Voice Survey, 2018

⁵ Law enforcement and public health: recognition and enhancement of joined up solutions, The Lancet, January 19, 2019

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- 3.27 104 London youth clubs and council youth projects have closed their doors since 2011, with a reduction in investment of £145m. Those that remain are embedded in communities and are trusted by them in ways that statutory services are not. Nine in ten UK households have used a charity at some point, and around three quarters (74%) have used a charity service in the last 12 months.⁶ In a survey of 2,901 people⁷, responses showed that charities are best placed and most trusted to speak on behalf of the disadvantaged – 67% felt that charities were best placed to speak on behalf of disadvantaged people and 56% said they most trusted charities to do this.

Objective 2 - Supporting stronger families ***Supporting parents and carers to nurture and protect***

- To develop resilient families who can spot vulnerabilities in children and know where to access support.
- To ensure that adults who are experiencing domestic abuse are supported with parenting and not further penalised for being victims.
- To establish a strand of work which supports parents who are concerned about their children to access information and good practice, and share their concerns and support each other.

Why

- 3.28 A recent Vulnerable Adolescent Review published by Croydon found that 42% of vulnerable children had grown up in homes where domestic abuse was an issue.
- 3.29 The 2017 report on the Joint Targeted Area Inspections (JTAs) of children and Domestic Abuse (DA) recommends paying more attention to the emotional, psychological and practical needs of children, moving away from a 'failure to protect' discourse with victims (as a result of which children and their non-abusive parent can become alienated from the services which aim to support them) and having greater focus on the attitudes and behaviour of perpetrators.

⁶ Charity Street, Charities Aid Foundation (2018)

⁷ Ibid

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Objective 3 – Young people leading change ***Support young people to be the best they can individually and together***

- To establish a strand of work, led entirely by young people, which develops a peer-to-peer response to violence.

Why

- 3.30 In all of the consultation with communities and young people undertaken thus far, the need to have young people shaping and designing the response to violence in London has been highlighted time and time again. For the VRU to develop a unique approach to violence affecting young people, we recognise that this needs to be led by young people and we will provide the resources, support, and infrastructure to enable this to happen.

Objective 4 - Enabling local communities to be strong, safe and resilient ***Enabling and empowering communities to lead from within to build sustainable futures***

- To identify the key barriers to community trust and work with the police and other public services to foster greater openness and transparency to inspire greater confidence.
- To support through local delivery clearly defined programmes of best VCS and community activity through funding, evaluation of projects and promotion of best practice in those areas most affected by violence.
- To ensure that there is a comprehensive package of support for communities to access following a violent incident.

Why

- 3.31 Strong communities are at the heart of our strategy to tackle violence in both the short and long term. Through working with and listening to the VCS, front-line practitioners and the police we are aware that finding, supporting and promoting best practice is one of the key asks of the VRU.

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Objective 5 - Keeping schools safe, keeping young people in school and improving alternatives

Institutions providing responsible leadership; London partners having mutual accountability to invest in what works

- Developing safer schools to embed physical safety and encourage openness, emotional resilience and well-being including mental health provision.
- Create standards through a demonstrable programme of activities, drawing on current best practice in both primary and secondary schools.
- To reduce the number of young people excluded or missing from mainstream education at both primary and secondary levels.
- To support young people at difficult points in their school journey and to support successful primary and secondary transition.
- To encourage greater support for young people who will find it harder to stay in school particularly those with special educational needs.

Why

- 3.32 Schools have a clear duty to keep students safe, and there is substantial evidence that schools are one of the safest places for young people. Croydon's Vulnerable Adolescent Review found that exclusion from school was a common factor in the most vulnerable young people in the borough. All of those excluded from primary school went on to be involved in the criminal justice system. Exclusion from school is one of several adverse childhood experiences which can increase the likelihood of being involved in or affected by violence in later life. The recent Ofsted report⁸ outlined that schools were sometimes wary of directly addressing the issue of knife crime, in case they were seen to be less safe than other schools in the area. By creating a best practice standard for schools to adopt, they can demonstrate that they are prioritising safety and wellbeing of students.

Objective 6 – Giving young people every chance to succeed

Institutions providing responsible leadership; London partners having mutual accountability to invest in what works

- To support initiatives across the criminal justice system to reduce violence and provide support to offenders.
- To recognise the disproportionate number of young black men in the criminal justice system, and target supportive interventions to get them out.

⁸ Safeguarding children and young people in education from knife crime, Ofsted, 2019

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Why

- 3.33 In London, reoffending rates for adults have remained steady for a decade at around 27%. Adults who served sentences of less than 12 months reoffended at a rate of 64.6%, compared to 29.9% for those who served sentences of 12 months or more. For those who are in prison, we need to create safe spaces for them to be rehabilitated. Where they are in the community, we need to ensure joined up service provision, targeted at those who need the most support to turn their lives around.
- 3.34 From the work on ACEs, we know that young people who are involved in offending and violence have often experienced harm and are themselves victims. The 'victim-offender overlap' is a widely acknowledged and has become one of the most empirically supported and established findings in the field of criminology⁹.

Objective 7 – Keeping young people safe in public areas and encourage greater activity during holidays
Building a London that is safe, united and inclusive

- To increase and promote activity for young people during the times of 4-7pm during the weekdays.
- To ensure that there is a full and promoted programme of activity for young people and families during the school holidays.
- To work with young people how we can focus efforts on making the most dangerous transport hubs safer.

Why

- 3.35 The statistics around knife crime and domestic abuse are most concentrated in school holiday periods. Young people are most often at risk during travel home from school¹⁰. We know from scrutinising data maps that certain transport hubs in London are much more likely to be the scene of violence.

⁹ Oxford Bibliographies; Some of these efforts include chapters/entries by criminologists such as [Berg and Felson 2016](#), [Jennings 2016](#), and [Schreck and Stewart 2011](#) which summarize the recurring themes on the victim-offender overlap and [Moore 2013](#) which explores victim identities as both victims and offenders. [Jennings, et al. 2012](#) provides a systematic review of the relevant literature testing the existence of the victim-offender overlap and its etiology through recent years. [Cuevas, et al. 2007](#) provides an excellent overview of the overlap among adolescents aged ten to seventeen.

¹⁰ S Mayor, 'Under 16s are at highest risk of being stabbed going home from school, UK study finds', British Medical Journal, November 2018

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Objective 8 - Changing the message around violence

Tackling and changing international and national influences, building on what works and improve outcomes for all

- Develop a clear, simple and jargon free language around violence that can be a positive message of hope to both reassure and encourage London citizens.
- To develop a movement against violence that draws on ambassadors to promote positive messages and activities for London citizens to get involved to support local communities.
- To discourage the imagery of knives and other shocking newspaper and social media headlines that spread fear rather than understanding about the causes of violence.
- To confront head-on the much promoted but inaccurate idea that youth violence is black on black violence.
- To make sure that domestic violence is a key part of the narrative and not eclipsed by national focus on street/knife crime.
- To understand the relationship between drug use, drug sales, organised criminality, and violence.

Why

- 3.36 The way in which issues are presented by the media, politicians and others, shapes our views, and as a result, can shape our behaviour.
- 3.37 Research from Scotland¹¹ indicates that images of knives and weapons can induce fear in young people, leading to a greater likelihood of feeling that they need to protect themselves by carrying a weapon themselves. Surveys of young people in London support this¹², with young people stating that seeing a media campaign with knife images would be more likely to make them feel scared, and be worried about knife crime. Catch22¹³ outlined a range of ways in which media and social media influence young people and can increase the likelihood of violence.
- 3.38 The Runnymede Trust¹⁴ found that four out of every five people (78%) thought that the way that the media portrays ethnic minorities promotes racism. This concern was not just expressed by respondents who were from minority ethnic backgrounds; over two-thirds (76%) of White British respondents thought that the media's representation of minority ethnic groups fuelled racism. Community groups report the impact that the

¹¹ No Knives, Better Lives, <https://noknivesbetterlives.com/wp-content/uploads/2019/03/Media-Guidanceonline.pdf>

¹² MOPAC Youth Voice, 2018

¹³ Social Media as a Catalyst and Trigger for Youth Violence, Catch 22, 2017

¹⁴ The Runnymede Trust, January 2014

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perception of black men as solely the victims and perpetrators of crime can have on their own perceptions and aspirations, and that of others.

- 3.39 MOPAC's Public Attitudes Survey found that 67% of Londoners living in vulnerable areas are concerned about drugs. In *Drugs Prices and Systemic Violence: An Empirical Study* (2008), Sarrica maps drug prices against criminal activity; there is strong evidence that the price of heroin drives greater violence. On one hand, some Londoners are concerned about drug use and sale in their areas; on the other, drug use can be seen as a 'victimless' crime.

Governance & partnerships

- 3.40 The Reference Group has been invaluable in providing strategic direction, support and challenge to the Violence Reduction Unit. While the Reference Group was originally envisaged as a temporary working group, the Community Involvement proposal – see paper – recommends its continuation into a quarterly meeting as well as an expansion of its membership, redefined terms of reference and a different way of working.
- 3.41 Throughout the development of the VRU community engagement has been essential. Community involvement will be integral to the VRU's future success. The Reference Group Governance paper outlines proposals for how this will be taken forward, as well as the approach for involving young people in both design and delivery.
- 3.42 Building on the extremely successful health roundtable chaired by Dr Tom Coffey and including senior representatives of the health sector, the VRU intends to hold similar roundtables for other key public sector partners.
- 3.43 As the work programme develops it is assumed that there may be a need to establish time-limited task and finish groups to focus on a strand of work; and that the GLA partnerships will seek out the VRU as an expert partner to be consulted on commissioning and policies that will impact on the work to tackle violence.

Finance and Resources

- 3.44 The Violence Reduction Unit has a budget of £6.8 million for 2019-2020. The operating cost of the VRU to allow a small directly funded directorate operating from City Hall, with the vast amount of the budget being spent on direct services across London.
- 3.45 In addition, funds from across MOPAC and the GLA are supporting VRU activities, notably in the case of MOPAC the £1m safer schools funding. and the GLA's £45 million Young Londoners Fund which is supporting local networks tackling youth violence alongside projects increasing opportunities and activities for young people.
- 3.46 Going forward we intend to make sure there is an even greater alignment of strategic funding across City Hall, and beyond with London partners. The VRU is working closely with the London Funders about both increasing the amount of funding and the alignment of funders to support the work of the Violence Reduction Unit; and has started conversations with the Mayor's Fund.

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3.47 VRU partners have joined MOPAC and the GLA in providing secondees. Scott Ware has joined from the Metropolitan Police. Steve Bending and Nelufa Zaman from MOPAC. Jamilla Hinds-Brough and Jeanette Bain-Burnett from the GLA. Roshan Bilimoria from Lambeth Council.

3.48 We are in discussions with NHS, Public Health, Probation partners and local authorities. London Funders have agreed to support the development of a pooled fund to support two staff.

4. Equality Comments

4.1 As a work programme is developed, the VRU will wish to undertake an Equalities Impact Assessment.

4.2 Recruitment to VRU roles has been name-blind, and for each panel either a community and/ or youth representative has been involved.

5. Financial Comments

5.1 The VRU has been apportioned £6.8m in the 2019/20 budget setting process.

5.2 The Home Office, through the Spring Statement, has announced £100m for a surge on knife crime, and to establish Violence Reduction Units across the country. It is anticipated that the London VRU will receive some of this funding. The Met have already been allocated £17m of this.

6. Next Steps

6.1 The next steps following consideration by the Group are summarised below:

Activity	Timeline
Finalise delivery model and programme	By 31 May 2019
Produce an EQIA	By 30 June 2019
On-board staff	May-September
Develop a commissioning framework	By 30 June 2019

Appendices:

None.

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Violence Reduction Unit Partnership Reference Group

Date of meeting: **1 May 2019**

Title of paper: **Community and Youth Engagement Proposals: Update**

To be presented by: **Debbie Weekes-Bernard, Deputy Mayor for Social Integration, Social Mobility, Community Engagement**

Cleared by: **Jeanette Bain-Burnett, Assistant Director Communities and Social Policy**

Classification: **Public**

1 Executive Summary

- 1.1 This paper provides an update on community and youth involvement activity since the last meeting. It also summarises overall discussions and decisions around community and youth involvement to date and elaborates on plans to ensure that ‘the voices of the unheard’ are captured.

2 Recommendations

- 2.1 The Reference Group is asked to:
- Note community involvement activity updates; and
 - Review overall Community and Youth Involvement Plans.

3 Community Involvement Update

A) Community Involvement Planning Group Meeting – 20 March 2019

- 3.1 The Community Involvement Planning Group (‘the Planning Group’) – the informal advisory group of Voluntary and Community Sector (VCS) representatives that has come together to advise on the Violent Reduction Unit’s (VRU) approach to Community Involvement – met on 20 March. The purpose of the meeting was to review the approach set out to Community Involvement include a ‘Approach to Community Involvement’ document (included in Appendix A) and to set out some short- and medium-term priorities.
- 3.2 A number of clear priorities emerged from the meeting including a desire from the group for more clarity of communication from the VRU to VCS partners around some basic definitions e.g. ‘all violence’ and ‘the public health approach’, as well as what their expectations for the VRU should be and what might be asked of them. There was also a clear need for the VRU to better articulate who its core stakeholders and audiences are. The full notes of the meeting are included in Appendix B.
- 3.3 A further meeting of the Planning Group is scheduled for 8 May 2019, when the group will focus on communication with community audiences. VRU Partnership Reference Group (‘the Reference Group’) members are welcome to attend that meeting.

B) VCS Workshop on Commissioning

- 3.4 A meeting was held in partnership with the Princes Trust to discuss the proposed VRU delivery model, as well as commissioning and the Youth Endowment Fund. The outcome of this discussion and status of work on the delivery model and next steps is captured in the 'VRU Delivery Model and Programme Development' paper to be discussed at this meeting.

4 Agreed Community and Youth Involvement Plans to Date

- 4.1 Plans for Community and Youth Involvement in the VRU have evolved through a process of ongoing discussion with the Reference Group partners and others, since the VRU's announcement last autumn. A full summary of those plans is included at Appendix C, to allow for an opportunity to 'stand-back' and review.

5 Audiences including 'the voice of the unheard'

- 5.1 Work is underway to clearly identify key audiences and partners for the VRU and a clear overall communications approach to reach those stakeholders and audiences. Communities¹ are a core stakeholder group and our communications approach will reflect our principles and lessons and learned for community involvement.
- 5.2 Partners of the Reference Group, and others, have consistently raised the need for clear strategies for our communication and engagement to reach beyond the 'usual voices'. We have committed to working with partners and drawing on their expertise and networks to help achieve this. We have also undertaken some initial mapping of community groups and organisations, which we propose to develop further in collaboration with the young people who access these services.
- 5.3 We will continue to work with the GLA's Peer Outreach Team and products they are developing such as the Young Londoners Fund Youth Participation Toolkit, which will demonstrate good practice of youth engagement, participation and leadership to support youth provision which is co-designed, co-delivered and co-led by young Londoners. More information about the toolkit is captured in Appendix D.
- 5.4 City Hall has also recently commissioned a number of community organisations to deliver their own community-led research projects into serious youth violence, as part of the Citizen-Led Engagement Programme, to improve collaboration between City Hall and certain communities that are historically not well engaged at City Hall. Research projects will commence over the summer of 2019 and their findings will inform the VRU's development.

¹ Our definition of 'communities' was discussed at an earlier PRG meeting and has been refined since. It is set out in the 'Our Approach to Community Involvement' document in Appendix A, and includes: VCS of all sizes, youth led organisers, faith organisation, community activists and concerned citizens, and those with lived experience.

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6 Next Steps

- 6.1 Community Involvement thus far has focussed on the design and set up of the VRU. As the VRU transitions into delivery with a clearer sense of a work plan and priorities, as well as a local presence, we can begin to deliver more involvement activity, clustered around local delivery.

Activity	Timeline
Community Involvement Planning Meeting 3	8 May 2019

Appendices:

- Appendix A - VRU Approach to Community Involvement
- Appendix B - Community Involvement Planning Group Meeting 20 March 2019 – Notes
- Appendix C- Summary of Agreed Community and Youth Involvement Plans to Date
- Appendix D - Young Londoners Fund Youth Participation Toolkit

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Appendix A: 'VRU Approach to Community Involvement'

Violence Reduction Unit Approach to Community Involvement²

The VRU has communities at its heart

The causes of violence are deep-rooted and complex. To begin to address some of these challenges it is crucial that the work of the VRU must not simply be business as usual. Equally, it shouldn't reinvent the wheel.

Everything the VRU does is rooted in the community and shaped by the experiences and expertise of people. We want to be accountable to the public and communities we serve.

The VRU will work closely with a wide range of partners, including community groups and grassroots organisations, whose work spans a range of issues from youth violence, to domestic violence, to social exclusion. Communities, and the organisations working with them, understand better than anyone what is driving violence in our city and are already working hard to address it.

We all want to end violence. The VRU is clear that we need to involve individuals, members of the community and young people experiencing some of the day to day challenges we hope to address. Community voices are crucial to the VRU's work and the community will be involved at every stage and in all key decisions.

This paper sets out the VRU's commitment to involving communities and how we will go about it. These principles have been developed in collaboration with communities.

Our Commitment to Communities

The VRU will:

- **Work with a wide range of community voices:** we know that some voices are louder than others and that institutions can sometimes seem to be listening to the same small groups of voices. We will work to ensure we're reaching out beyond the most established voices, including by working with partners to draw on their expertise and access their networks.
- **Involve young people:** alongside communities, we will ensure there is a range of youth voice and representation at every level of the VRU working including its decision making. We will pay young people for their time where we are asking for a substantial contribution.

Who is 'the community'?

- Voluntary Sector and Community organisations i.e. volunteer led organisations and not-for-profit and non-governmental organisations delivering social activity across a range of issues. This includes advocates, campaigns and service providers, of all sizes.
- Youth-led organisations.
- Faith organisations.
- Community Activists.
- Concerned citizens of all ages, persuasions and backgrounds including parent and families.
- Bereaved families and individuals with lived experience.

² 'Community involvement' refers to our approach to creating the space and the mechanisms for community groups to contribute to the decisions and actions of the VRU.

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- **Be as accessible as possible and create meaningful opportunities for involvement:** we recognise that bodies like the VRU can be hard to reach and can feel inaccessible for many groups. We will work to reduce as many of those barriers as possible by creating clear and varied avenues to engage with, shape and deliver this work. We will always consider the scheduling of meetings etc. to best enable a range of partners as well as young people to participate. We will ensure there is the necessary time and space to work together.
- **Recognise where communities are coming from:** the community is not one homogenous block. Different sets of issues and inequalities create different challenges. We know that there is no one-size-fits-all approach and we will recognise different groups' needs and perspectives.
- **Be transparent about the decisions we are making and the impact of community involvement:** we will be open and transparent about decisions that are being made and how community input has shaped them. We will always be clear why we are asking for input and what we have done as a result. Where appropriate, we will publish as much of your input as possible, so we can be held to account.
- **Amplify community voice:** the VRU will amplify community voice in the national debate around violence reduction. We will be informed by the unique expertise and experiences of London's communities.
- **Ensure community involvement is sustained over the long term:** we will create regular opportunities for structured community involvement, alongside ongoing dialogue. This will take various forms including but not limited to meetings and events.
- **Create opportunities:** we will play our part in enhancing opportunities for the communities we work with, including looking for routes to employment and skills development and utilising opportunities that may arise within the GLA family.
- **Tackle stereotypes:** we will seek not to perpetuate damaging stereotypes of the communities we work with; we will work to consider how we are using our communications channels to share positive stories of the communities we work with, alongside more challenging ones.

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Appendix B: Community Involvement Planning Group Meeting 20 March 2019 – Notes

Community Involvement Planning Group Notes – 20 March 2019

Background

On 20 March 2019 we asked the VRU Community Involvement Planning Group to feedback on three key questions about the VRU's approach to community involvement:

1. What are your overall reflections on the VRU's approach to Community Involvement? (See 'VRU Approach to Community Involvement' Paper in Appendix A).
2. What should be the VRU's priorities for Community Involvement over the next month?
3. What should be the VRU's priorities for Community Involvement over the next six months?

Their feedback is captured in summary below and in full in Appendix B. It is also reflected in the document in Appendix A.

Summary and Key Themes

- ❖ **Clarity of communication around strategy and purpose;**
- ❖ **Clarity of the offer to – and expectations from – partners and stakeholders;**
- ❖ **Relationship and contract with community; and**
- ❖ **Clear plan to work with and build on what/who is already there.**

Communication:

- Define and clearly communicate:
 - Who are 'communities'?
 - What is the VRU and how it will work?
 - What do we mean by 'violence'?
 - What is 'the Public Health Approach' and what does it mean in practice?

The offer to – and expectations from – partners and stakeholders and relationship and contract with the community:

- How can communities engage and why should they?
- Set out different approaches for different groups, acknowledge the challenges around 'access' for different groups.
- Communicate clearly and widely what is possible and what is not (be honest).
- Recognise, communicate and hold open, clear and honest conversations about what needs to be 'fixed' in institutions to facilitate change in communities:
 - barriers to access;
 - broken systems;
 - disjointed services; and
 - good understanding of what works and change what does not. Status quo is not an option.

Plan to work with and build on what's there:

- listen and hear;
- build on what is already in place;

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- listen to and build on what already exists and is happening within communities and communicate to what is already in place in places, schools, families, parents, communities, organisations, faith groups and networks;
- listen to, recognise, build on and use the assets already in place in places, schools, families, parents, communities, organisations, faith groups and networks; and
- develop and communicate clear messages shared through many avenues existing and new. People listen to people, make the community the ambassadors, voice and ears of the VRU across London.

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Appendix C: Summary of Agreed Community and Youth Involvement Plans to Date

A) Structured Engagement with the central VRU

- **Community Engagement Officers:** We are in the process of appointing two Community Engagement Officers to the central VRU to work alongside the core team. These officers will be responsible for developing full Community Involvement Plans for the VRU as the structure of local delivery emerges.
- **VCS Secondments:** A secondments programme, created through a partnership and shared fund focussing on reducing violence in London, offering an opportunity for collaboration with partners – including London’s charitable trusts and foundations, to bring new expertise and insight into the VRU. Work with London Funders to develop a pooled fund is ongoing and we are aiming to advertise these posts shortly.
- **VCS and Youth representation:** Community and youth voices are involved in all key decisions and invited to attend all key meetings and working groups including the Reference Group.
- **Community Involvement Planning Group:** We have established an informal community involvement planning group to help to steer and shape the VRU’s plans for ongoing community involvement, whilst it is being set up. This is a time-limited group that will meet during the VRU’s mobilisation phase.
- **Community Meetings:** There have been a series of formal and informal meetings, workshops and discussions with various community partners, to inform the design and development of all elements of the VRU, including its delivery model, early priorities etc.

B) Enabling and supporting communities to drive involvement at the local level

- **Community ambassadors:** The network of community advocates would receive training, meet regularly as a learning group, and be supported and hosted by a local community organisation (s). This would offer a mechanism to ensure the VRU is built on existing work and infrastructure. It could also provide a source of local insight and feedback. These roles could be part-time, and budget would need to be set aside for remuneration and support for organisations.
- **Citizen Commissioners:** A group of ‘Citizen Commissioners’ who would receive capacity building support to enable them to lead discussions around service commissioning locally. This would better enable meaningful engagement with decision making at every level.
- **Local meetings and borough level engagement:** In addition to central meetings at City Hall, we plan to hold a number of more local discussions, focussed on local stakeholders in a number of areas.

C) Youth Involvement

- **Youth Action Group:** A dedicated group of young people who would have regular and meaningful opportunities to comment on and shape VRU activity, as well as be offered opportunities to propose and lead on discrete projects that contribute to the VRU’s wider aims. We will work with this group as well as the Community Engagement Officers to develop a full, youth-led, youth-engagement strategy.

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Appendix D: Young Londoners Fund Youth Participation Toolkit

The GLA and GLA Peer Outreach Workers are looking for London based organisations to be part of the development and creation of the Young Londoners Fund Youth Participation Toolkit.

The National Youth Agency (NYA) has been commissioned to work with the Peer Outreach Workers to create a toolkit which includes research, consultation and case study collections from organisations who are working with young people within the London area in participatory ways. They are inviting organisations and young people to share their experiences, knowledge and expertise to ensure the toolkit is as useful as possible.

The aim is to produce a toolkit that demonstrates good practice of youth engagement, participation and leadership to support youth provision which is co-designed, co-delivered and co-led by young Londoners. Additionally, the resource will be a tool that can be used by young people to help organisations improve in the three areas of youth engagement, participation and leadership.

Organisations in London working with young people aged 10-21 and working in participatory ways or interested in developing the way young people influence and make change within their organisations have been invited to:

- a) Take part in an interview:** Between 8 April 2019 and 6 May 2019 the NYA team will undertake interviews and collect case studies to inform the toolkit. These interviews will be based around how organisations currently work with young people, what the toolkit could include to support young people and staff within participatory practice and sharing any learnings or best practice.
- b) Deliver consultation with their young people:** To explore participation and develop the initial findings to steer the direction and content of the toolkit. Organisations will be provided with a consultation pack including all the materials needed for the session. They are asked to produce a short findings document by Monday 29 April 2019.
- c) Test the Toolkit:** Once some ideas have been developed, organisations will be asked to test elements of the toolkit within their settings. This may be practical tools for staff and guidance with young people. Testing will take place between 29 May 2019 and 5 June 2019.

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Violence Reduction Unit Partnership Reference Group

Date of meeting: **1 May 2019**

Title of paper: **Future of the Partnership Reference Group**

To be presented by: **Lib Peck, Director of the Violence Reduction Unit**

Cleared by: **N/A**

Classification: **Public**

1 Executive Summary

- 1.1 This paper proposes a reformed model for the future of the Partnership Reference Group ('the Reference Group') which creates more space for discussion and input from partners.

2 Recommendation

- 2.1 The Reference Group is asked to comment on and approve the proposal.

3 Introduction and Background

- 3.1 The Reference Group was established as an interim body to support the VRU's establishment and development; its structure, membership and draft terms of reference were proposed on that basis. As the VRU transitions from its development phase to becoming an operational unit with a clear set of priorities and work programme, it is right to review the purpose and structure of the Reference Group.
- 3.2 It is also acknowledged that we have committed to there being approximately 30% representation from the Voluntary and Community Sector (VCS) on the Reference Group. This review provides an opportunity to meet that commitment.
- 3.3 In considering this proposal, we asked a number of key questions:
- What is the purpose of a Partnership Reference Group?
 - What is the 'ask' of partners? How do we ensure we are making full use of partners' expertise and networks? What is the best means to gather partners' input?
 - How do we ensure that the work the Reference Group is doing to drive and steer the VRU is clear to wider audiences? What are the outputs and outcomes of meetings?
 - How does this fit into the wider set of conversations with external partners that are taking place?
 - If the Reference Group is about encouraging meaningful partnership working, how are we enabling relationship building and networking between partners?
 - What is the role of regular meetings in achieving overall objectives? What is the right balance of deep-dives into key issues with open discussion and debate vs more focussed input. Could we look at a rolling cycle of different types of meeting? What would the Mayor's role be in different types of meeting?
 - What is the right composition of partners?

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3.4 The answers to those questions have informed the proposal.

4 Proposal for a future structure

4.1 We propose that the purpose of the Reference Group is:

- a) to demonstrate a commitment to working in partnership and meaningful community involvement;
- b) to provide expert advice and guidance on all aspects of the VRU strategy and delivery;
- c) to create a forum for in-depth consideration of key issues;
- d) to facilitate and enable relationship building across sectors;
- e) to create a forum for updates and information sharing;
- f) to ensure the views and best interests of core partner/stakeholder groups are represented in discussions; and
- g) to create a network of advocates/ambassadors for the VRU.

4.2 The Reference Group is not to be expected to provide managerial oversight or governance of the VRU or to make final decisions on strategy or delivery.

4.3 With this purpose in mind, the following reforms are proposed:

- a) The terms of reference are amended to establish a clearer role of contribution of partners both at the meeting and outside of it in helping to shape and progress and the VRU's agenda.
- b) The format of meetings is reviewed to encourage more open discussion. Proposed reforms include:
 - Agendas are clearly shaped by the work plan and members are invited to have prepared content to drive discussion in advance.
 - Meetings are broken into two sessions: a first session chaired by the Mayor, focussed on updates and progress reports from partners and; a longer second session for deep-dives, lengthier discussion and networking, creating a longer meeting overall.
 - Meetings to take place once a quarter rather than every six weeks.
- c) An additional four or five members from VCS organisations are invited to join the membership to bring total VCS representation to approximately 30%¹. Additionally, we have recognised that there is a need to ensure that ongoing engagement activity not just with community partners, but other partners and practitioners from a range of stakeholder groups is regularly fed-back and reflected on at meetings of the Reference Group.

4.4 It is proposed that these changes come into effect after July 2019, and that this format is regularly reviewed and refined, with an opportunity for formal review in July 2020.

5 Next Steps

5.1 The draft terms of reference will be updated and shared with partners following discussion at this meeting.

Appendices:

- Appendix A - Current draft Violence Reduction Unit Partnership Reference Group Interim Terms of Reference, published on the VRU website

¹ There are currently 23 members, including four from VCS organisations

Appendix A: Current draft Violence Reduction Unit Partnership Reference Group Interim Terms of Reference, published on the VRU website

1. Introduction

1.1 The Violence Reduction Unit (VRU) Partnership Reference Group (the Reference Group herein) is a non-statutory, non-decision making group chaired by the Mayor of London, set up to steer and provide strategic direction and oversight to the work of the Violence Reduction Unit; a multi-disciplinary team comprising of specialists in health, police and local government to lead and deliver a long-term public health approach to tackling the causes of violent crime.

2. Terms of Reference

2.1 The Reference Group will be guided by, and seek to expand on, the principles set out in the Mayor's Knife Crime Strategy, to include wider types of violence and look to address the links between violence in the home and on the street. The Reference Group will work in partnership to improve co-ordination between the Metropolitan Police, local authorities, youth services, health services, criminal justice agencies and City Hall, backed up by the VRU. It will also build on the work of partners and specifically drawing on what works and share best practice. More specifically:

- a) To bring partners together and commit to working together to establish the VRU and a public health approach to tackling the causes of violent crime in London led by the Mayor;
- b) Our Partners to challenge and advise on VRU strategy to enable the public health approach to reducing violence;
- c) To support the principle of building on existing partnership work to drive a co-ordinate response to delivering the VRU; and
- d) To agree prioritisation of the VRU work plan.

2.2 The Reference Group will:

- a) Support the establishment of a robust VRU, to include: oversight of the recruitment of a Director for the VRU (including input on the role description and required skills); provision of input on the broad staffing model underneath the Director and sourcing of key roles; and identification of the short and medium-term work required to support the strongest possible start for the VRU;
- b) Identify areas of focus for the VRU, including consideration of:
 - i) Homicide Reviews – Undertake serious case reviews of homicides across London, to establish key causation factors, common patterns to help bring forward recommendations;
 - ii) Strategic needs assessment – Consider and inform the VRU's priorities by setting out the strategic needs and requirements across London that will help to deal with violence;
 - iii) Engagement work with partners and community leads – Hold a range of community events and initiatives; building on the community engagement work already carried out by the GLA Communities Team and MOPAC, ensuring events take place alongside a stakeholder engagement plan for key London delivery partners, such as local authorities, elected representatives, health and education;
 - iv) Performance framework – Analyse existing data and reporting across the GLA, MOPAC and wider partners to inform, agree and establish a VRU specific performance framework; and
 - v) VRU Operating model – developing operating options as to how the VRU will operate at a pan London vs hyper local level.

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3. Authority

- 3.1 The Mayor cannot delegate his statutory functions to the Reference Group but can, under section 38 of the Greater London Authority Act 1999, delegate his statutory functions (Mayoral powers) to an officer of the GLA. The Reference Group does not have authority to make decisions and any endorsement or recommendation under these Terms of Reference above will be subject to formal approval in accordance with the Mayoral Scheme of Delegation (as amended from time to time).
- 3.2 Recommendations and views expressed by the Reference Group will be agreed by consensus (with no requirement for voting). Where a Reference Group Member wishes, their dissent or objection can be recorded in the minutes of the relevant meeting.

4. Membership and Terms of Appointment

- 4.1 The Reference Group shall be appointed by the Mayor.
- 4.2 The interim membership of the Reference Group shall comprise:
- a) Mayor of London (Chair);
 - b) Deputy Mayor for Policing and Crime (Deputy Chair);
 - c) Deputy Mayor for Social Integration, Social Mobility and Community Engagement;
 - d) Deputy Mayor for Education and Childcare;
 - e) Assistant Commissioner for Frontline Policing, Metropolitan Police Service;
 - f) Three senior representatives from the health sector;
 - g) One senior representative from the education sector;
 - h) One senior representative from the Scottish VRU;
 - i) One senior representative from the probation service;
 - j) One senior representative from London Funders;
 - k) Three representatives from London Boroughs (as nominated by London Councils);
 - l) [30%] representatives from the community;
 - m) Chief Executive of the Mayor's Office for Policing and Crime (MOPAC); and
 - n) Chief Officer of the Greater London Authority (GLA).
- 4.3 Member terms of appointments will be set out in writing at the time of appointment and Members will ordinarily be appointed for a term corresponding with the Mayor's current electoral term.
- 4.4 When undertaking work on behalf of the Reference Group, Members are required to agree to comply with guidance provided by the GLA's Monitoring Officer, to register and declare all relevant interests and to seek advice from the GLA's Monitoring Officer on any issue where a conflict of interest is or may be arising.
- 4.5 The Mayor may appoint other Members over time as he considers representation that will best further the Reference Group's purpose.
- 4.6 The Deputy Mayor for Policing and Crime may, as Deputy Chair, lead meetings of the Reference Group and/or undertake associated activities as directed by the Mayor.

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5. Attendance at Meetings

5.1 Whilst Membership is restricted to Members, the Chair retains capacity to invite outside specialist input either on a standing basis or, where appropriate, on a specific project, topic or initiative.

6. Frequency of Meetings

6.1 Meetings of the Reference Group shall be called by the Mayor and held approximately every four to six weeks.

7. Quorum

7.1 The quorum for a meeting of the Reference Group is half the total number of Members (rounded up to the next whole number) and those present must include either the Chair or Deputy Chair, the Assistant Commissioner for Frontline Policing, Metropolitan Police Service or his representative, a London Councils representative, a Health representative and a Community representative.

7.2 A Reference Group Partner may be counted in the quorum if they are able to participate in the proceedings of the meeting by remote means, such as telephone or video link (or equivalent) and remain so available throughout the discussion and decision for each item for which they are counted as part of the quorum.

8. Diversity

8.1 London's diversity is its biggest asset and the Mayor of London strives to reflect London's diversity in all appointments. As part of their duties Reference Group Members are required to ensure that the diversity of London's communities and economy is reflected in the work of the Reference Group. All reports presented to the Reference Group will include details of how equality issues have been considered in the process of arriving at the recommended decision.

9. Transparency

9.1 The Mayor is committed to openness in his administration and is committed to making the work of this Reference Group transparent. Agendas and reports will, wherever possible, be published in advance of meetings, except in those cases where officers reasonably consider that information contained in the reports may be exempt from disclosure under an applicable exemption under the Freedom of Information Act 2000. Minutes of the meetings of the Reference Group will be published as soon as practicable following each meeting.

9.2 The meetings themselves will not be public to reflect the accountability arrangements Parliament has put in place for the GLA; that is that the Mayor is answerable to the London Assembly only after he has taken decisions.

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