

REPORT TO:	CABINET 10 JUNE 2019
SUBJECT:	Croydon's Public Health Approach to Violence Reduction
LEAD OFFICER:	Shifa Mustafa Executive Director – Place
CABINET MEMBER:	Councillor Hamida Ali – Cabinet Member for Safer Croydon and Communities
WARDS:	All

CORPORATE PRIORITY/POLICY CONTEXT/ AMBITIOUS FOR CROYDON

Council's Corporate Plan 2018-20 priorities

Our children and young people thrive and reach their full potential

The report sets out Croydon's proposed public health approach to violence reduction aimed at providing young people and their families who are at risk of being affected by violence, with the support they need so that the risk is not realised. One of the key themes is early intervention, using the evidence base from the Croydon Vulnerable Adolescents Review and learning from Adverse Adolescent Childhood Experiences to identify those young people who are most likely to need support in the home, educational and community settings.

Everyone feels safer in their street, neighbourhood and home

This report and the attached framework sets out Croydon's Public Health Approach to reducing violence, including knife crime and serious youth violence, a corporate priority. The framework sets out a preventative, community-oriented approach, maximising the range of partner resources with a particular focus on the role of community and voluntary sector interventions.

FINANCIAL IMPACT

The costs for delivering the priorities set out in this report and the attached Framework are estimated to be £194,000 over two years, these costs are related to the trauma informed training, the establishment of Community Navigators and the development of the Inclusion Intervention Programme.

These will be addressed through existing budgets held within Public Health and through external grant applications, specifically to the London VRU and Home Office allocations related to violence reduction.

FORWARD PLAN KEY DECISION REFERENCE NO.: The key decision number is 1219CAB

This is a Key Decision as defined in the Council's Constitution. The decision may be implemented from 1300 hours on the expiry of 5 working days after it is made, unless the decision is referred to the Scrutiny & Overview Committee by the requisite number of Councillors.

The Leader of the Council has delegated to the Cabinet the power to make the decisions set out in the recommendations below

1. RECOMMENDATIONS

The Cabinet is recommended to

- 1.1 Adopt the Framework for The Public Health Approach to Violence Reduction in Croydon ("The Framework"), Appendix 1 hereto
- 1.2 Agree the themes and key priorities set out in the report and the above referenced Framework.
- 1.3 Delegate to the Executive Director Place, in consultation with the Cabinet Member for Safer Croydon and Communities, authority to develop and agree a comprehensive Delivery Plan in accordance with Appendix 1 through engagement with the existing structures of the Local Strategic Partnership and keep the Delivery Plan under review to ensure ownership of the Public Health Approach to Violence Reduction is embedded across a wider range of organisations, maximising the skills and knowledge of the strategic partnerships.

2. EXECUTIVE SUMMARY

- 2.1 This report sets out the framework for Croydon's Public Health Approach to Violence Reduction (Appendix 1) for adoption by Cabinet. The administration has made it a top priority to treat serious youth violence including knife crime as a public health issue. The report defines what a Public Health approach means and the proposed categories of violence which are included. Importantly, the report and the attached Framework make it clear that a Public Health approach means that everyone has a role to play in preventing and reducing violence; it is a societal issue as opposed to the responsibility of a single agency or group of agencies.
- 2.2 The report sets out the key themes and priorities for the Council and the wider partnerships to achieve long term reductions of violence in the Borough. The report also sets out how the themes and priorities will be delivered, using the existing partnership structures as opposed to creating any new governance arrangements.
- 2.3 A number of the priorities do have financial implications. These relate to training and development proposals, investing in locality-based community networks and realigning services to reduce exclusion, particularly at primary school age. However, the report does not require additional financial resources from the Council. The intention will be to seek external funding including at a regional and central government level, to support delivery of the priorities. A delivery plan will be developed for each priority. Where external funding is not forthcoming this will be reflected within the delivery plans and activities scaled back to reflect the resources available and delivery sought through influencing the delivery of existing services and community provision or delayed until resources can be identified.

3. Croydon's Public Health Approach to Violence Reduction

- 3.1 Tackling violence and the causes of violence is a priority for the Council and its partner organisations that form the Safer Croydon Partnership. The significant rise in knife crime in 2016/7 highlighted the importance of taking an approach that focuses on the causes of violence, rather than the symptoms. Whilst Croydon has seen reductions of 21% in serious youth violence and 17% in knife related offences in the financial year 2018/19, compared to 2017/18, achieving long term reductions in violence remains a priority for the Borough.
- 3.2 In response, the administration has made it a top priority to treat violence including serious youth violence and knife crime as a public health issue to make Croydon the safest borough for young people. The Council is also committed to remain as a lead borough in tackling Modern Day Slavery and domestic and sexual violence and all forms of violence against women and girls.
- 3.3 Croydon's Public Health Approach to Violence Reduction (Appendix 1) is a Borough Framework setting out a series of themes and priorities that aim to achieve long term reductions in violence. It explains how we define a "Public Health Approach";
- **Defining the Problem** - Using an evidence-based approach that focuses on the causes as well as the impact of violence.
 - **Identify the causes and risk factors** – Focusing on the underlying factors which can increase the risk of aggressive and violent behaviour and the protective factors that can provide the opportunity to prevent the cycle or continuum of violence.
 - **Design Interventions** - Supporting and treating those who suffer violence, so that they have the ability to recover and achieve their potential.
 - **Increase the scale** - Adopting a preventative approach so that our citizens are aware of the steps they can take so that violence is not part of our society.
- 3.4 This Framework for Croydon's Public Health Approach to Violence Reduction takes a broad and inclusive approach to violence reduction, in line with the Mayor of London's Violence Reduction Unit. Categories of violence included in Croydon's approach include: Hate Crime and Violent Extremism, Violence Against Women and Girls, Female Genital Mutilation, Elder Abuse, youth violence, knife and gun crime, Modern Day Slavery, Honour Based Violence and violence related to alcohol and drug misuse. The Framework also sets out a definition of violence, drawn directly from the definition of domestic abuse, ***"Controlling, coercive or threatening behaviour, violence or abuse. It can be carried out directly, through others, on -line or other digital forms"***.

Themes and Priorities

- 3.5 Following extensive consultation, set out in Section 4 below, a number of key themes and priorities have been developed. The themes are the broad areas that will remain at the centre of the Croydon's Violence Reduction Approach for the next 3-5 years. They enable partner organisations from across all sectors to

identify where they can directly contribute to preventing and addressing violence. The themes are: -

- **Theme One - Using Data to drive our approach-** Building a strong evidence base and a common screening tool that can be used across organisations to predict who, where and why individuals and families are more likely to be involved in violent or aggressive behaviours and identifying the interventions that will have the maximum impact.
- **Theme Two - Preventing Violence before It Occurs** - Looks at the periods and key influences in a person's life journey, from pre-birth to adulthood which can increase the risks of becoming involved in violent behaviour and the opportunities when interventions can be most effective.
- **Theme Three - Community Based Support** – Recognises the strength of the Community and Voluntary Sector in Croydon and places them at the heart of Croydon's public health approach to violence reduction. It promotes combining skills and enabling voluntary and community organisations to support people and families collaboratively.
- **Theme Four - Targeted Interventions** - It uses the principles of a family centered approach aimed at addressing violence, by looking at the wider family and connected family dynamics, based on clear safeguarding, case management approaches.
- **Theme Five – Intensive Interventions and Enforcement** – Sets out an intention to offer personalised support for those who are motivated to step away from a life of violence, whilst using the full range of enforcement across all agencies, against those whose behaviour places themselves, those around them, or the wider community at risk of harm.

3.6 The principles set out in the Framework for The Public Health Approach to Violence Reduction in Croydon are the key areas of delivery for the next 12-18 months. They are the constant issues that have been raised throughout the consultation period across the range of agencies, in the public, commercial and voluntary sectors. They are also the key priorities that have been consistently voiced at community meetings, with young people and by those directly affected by violence; offenders, victims and families.

- **Every person understands the role they can play in reducing violence** – Embedding trauma informed practice across local authority, health, schools, colleges, community and voluntary agencies, business sector and criminal justice agencies.
- **Developing community-based networks to help those impacted by violence navigate the challenges they face** – Identifying and training individuals who have influence in their local area to provide support for young people and families who are at risk of or affected by violence and guide them into support services.
- **Focusing on the vocabulary of INCLUSION** – Supported by the evidence from the Croydon Vulnerable Adolescent Review published by the Croydon

Safeguarding Children Board in February 2019, to build a collaborative, partnership approach to inclusion, including the development of an 'Inclusion Intervention Offer' in schools and colleges, or as part of a work readiness programme.

- **Recognition of the importance of culture and identity for families and young people** - The challenges of culture and identity within families are becoming increasingly relevant in terms of violence prevention. This priority proposes embedding an understanding of culture and identity within the family dynamics within contextual safeguarding and trauma awareness training for the Borough and as part of the screening and assessment process for families and vulnerable young people.
- **Social media and violence** – Sets out a series of Prevention and Intervention steps to improve the awareness of the impact of exposure to violent social media content for families, guardians and those working with young people.

Governance and Delivery

- 3.7 The Governance of the Framework for Croydon's Public Health Approach to Violence Reduction will remain a function of the Council and regular reports on progress in terms implementation and progress against the key themes and priorities and performance in terms of achieving a reduction in violence will be made to Cabinet.
- 3.8 In terms of delivering the themes and priorities of the Public Health Approach to Violence Reduction Framework the Council's Violence Reduction Unit will be responsible for leading and influencing change across the Council, partner agencies and the community. A delivery plan is being developed through engagement with the existing structures of the Local Strategic Partnership including the Health and wellbeing Board, Safer Croydon Partnership, Children and Families Board, Safeguarding Children and Safeguarding Adults Board and Future Place Board. Each theme or priority within the Delivery Plan will have a Strategic Lead identified who will be held accountable for the ensuring delivery and monitoring progress, based on their expertise. This approach will embed the ownership of Public health Approach to Violence Reduction across a wider range of organisations, maximising the skills and knowledge of the strategic partnerships.
- 3.9 The Framework recognises the value of the localities approach in terms of delivering the key actions at a local level. In recognition of the intention to involve as wide an audience as possible in delivering long term reductions in violence the Public Health Approach to Violence Reduction in Croydon will be referred to as the "Croydon Violence Reduction Network".
- 3.10 Finally, the Framework highlights the direct link between Croydon's approach to violence reduction and the current delivery model being developed by the London Violence Reduction Unit (VRU), recently established by the Mayor's Office for Policing and Crime (MOPAC). It recognises the importance of aligning the themes and priorities set out above, with the priorities that emerge from the London VRU, whilst recognising the local borough context.

4. CONSULTATION

- 4.1 There has been extensive consultation with Council departments, services leads, external partner organisations, community and voluntary sector organisations, young people and community forums.
- 4.2 The consultation has taken place as part the Violence Reduction Conference workshops which was held in January 2019, through a series of listening events with key boards and forums across partner organisations and organised by the Croydon BME Forum and CVA; through team meetings and interviews with key strategic and operational lead officers and meetings with lead community and voluntary organisations. The consultation took place between February and the end of April 2019.
- 4.3 The approach set out in the Framework has also been influenced by victims, offenders and families who have been directly affected by violence. All of the priorities have been challenges which have been consistently raised through the consultation process, by those who have been directly impacted by violence.
- 4.4 The consultation has included:
- Safer Croydon Partnership and its sub-groups
 - Safeguarding Adults Board
 - Chair of the Croydon Safeguarding Children's Partnership
 - Health and Wellbeing Board
 - Authors of the Vulnerable Adolescents Review
 - Metropolitan Police Service – South Borough Command Unit Management Team
 - Chair of the Croydon Safer Neighbourhood Board
 - Croydon Community Voluntary Action
 - Croydon BME Forum and the Serious Youth Violence and Communities Forum
 - Croydon Clinical Commissioning Group
 - Croydon University Hospital Executive leads
 - Family Functional Therapy Team
 - Family Nurse Partnership management team
 - Chief Executive – Whitgift Centre
 - Croydon Drop-In Young Women's Group
 - Director of Public Health
 - Croydon Youth Offending Service Managers and Gangs Unit
 - Croydon FJC managers
 - Voluntary organisations including, Ment4, Palace for Life Foundation, Shpresa, Gloves not Guns, Croydon Drop-In, All Heads Recognised, Play Places, Music Relief, ANOS, JAGS Foundation
 - London VRU delivery leads
 - Heads of Community Safety for Bexley, Bromley, Greenwich, Lewisham and Sutton.

- Croydon Council Management teams for Health and Social care, Children and Families, Corporate Strategy and Commissioning.
- Executive Head- Harris Academy South Norwood.
- London Assembly member for Croydon and Sutton

4.5 The themes, priorities and actions that are set out in the Framework have been developed through the consultation process. They reflect the immediate issues that have been highlighted as needing to be addressed as well as longer term challenges such as moving to programmes of inclusion within families, communities, neighbourhoods and at school.

4.6 Rachel Flowers- Director of Public Health says of this model: The Public Health mind-set has several guiding principles alongside some tools which are already in use. It seeks to understand what is going on in a defined population, and its sub-populations and the distribution and inequalities in risk, crime, and impact. It is essentially prospective, understanding past trends to model the future picture. It seeks to use models and tools intelligently to understand how to reduce the risk of being victimised and the number of incidents. It seeks to be;

- Preventive – preventing crime in the first place (primary prevention) and preventing people who have offended from re-offending or people who have been victimised from being repeat victims (secondary and tertiary prevention).
- Protective – protecting individuals, communities and populations from the impact of victimisation and crime.
- Once it understands what is going on in a population, it seeks to understand what prioritised interventions may bring about better outcomes for citizens to use evidence from a range of sources to understand what these interventions might be.
- To systematically apply these at the right scale and intensity for best effect given resources
- Use monitoring, evaluation and research to understand the impact of the process so far

4.7 It works not only with individuals but with populations. Strengthening individuals to resist crime when the key challenge is within the planning of the public realm, for example, is a mistake that one hopes a good public health approach will not make. It does this in a systematic and iterative way, uses a range of disciplines to make clear (elucidate) a problem and uses a social and systems approach to understanding the drivers, vectors and impacts of crime on populations

4.8 Croydon BME Forum is happy to support the Violence Reduction Network approach to tackling Serious Youth Violence in Croydon stating that “By having the community's views included from the beginning, is testament that Croydon wants to do things differently. However, we must be vigilant and responsive to the challenges that SYV causes and be ready to make changes to our approach, as we must be mindful that one size does not fit all.”

4.9 Croydon Voluntary Action state that; The key role of Croydon's voluntary and community sector will be in making young people and their parents feel part of the solution themselves. This starts at the neighbourhood level with the relationship-building and peer-support that grassroots community organisations

specialise in, extending to collaborations with schools and the Police that rebuild trust and give people experiencing violence unique opportunities to turn their lives around.

5 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

- 5.1 The decision to adopt the Public Health Approach to Violence Reduction in Croydon does not impact the Medium-Term Financial Strategy (MTFS) of the Council in terms of additional revenue & capital expenditure.
- 5.2 The purpose of this report, and the Framework is to set out a collaborative approach across a wider range of partners and organisations as possible to address violence. This can only be achieved through collective determination and using existing resources, co-commissioning arrangements across the partnership sector and seeking external funding opportunities.
- 5.3 There are medium term financial implications in terms of delivering a number of priorities in the Framework. The implications are relevant to the wider partnership and not directly to the Council.
- 5.4 These are as follows
- **Trauma informed practice** – One of the priorities is the establishment of trauma informed practice across the public, community and voluntary sector. This requires a structured programme of awareness training and specialist support. A number of Council services have already embarked on trauma training. To train 1,000 staff and 25 Trauma informed specialists will cost £85k. Public Health have allocated £55k from existing training budgets to support this training. A further £30k will sought from external funding allocations from MOPAC and the Home Office.
Trauma training costs are anticipated to continue for 2020/21. Funding for this will need to be identified as part of the budget setting process. It is anticipated that this can be mitigated through realigning training budgets and reviewing the London Crime Prevention Fund, an external community safety partnership grant fund allocated to Croydon by MOPAC.
From 2021/22 Trauma training should be incorporated into the Council's overarching Organisational Development Programme as a core part of the both induction and annual performance requirements.
 - **Establishment of Community Navigators** – The cost in relation to Community Navigators relates to training and development and an initial flat rate payment based on a number of hours undertaken. If 20 Community Navigators are engaged, the overall annual cost will be £48K. However, the intention is to fully fund the programme through external grant funding, or through the realignment of community and voluntary grant funding. It is anticipated that Community Navigators will be supported into employment, through training and educational programmes. The intention is to use existing employment pathways, rather than create a newly funded programme. Therefore, any financial pressure will be limited to initial set up costs and limited to £24K in 2019/20 (set up cost for 10 Community Navigators). This will be mitigated by an approach to the London VRU for an initial one-year funding allocation.

- **Inclusion Intervention Programme** – This programme requires the development and delivery of a multi-agency programme for years 5-8, the key transition period between primary and secondary school. The programme will require partnership investment in a programme which is aimed at supporting young people with behavioural challenges within mainstream education and providing additional family support. An initial pilot programme will be developed in the academic year 2019/20. Based on similar programmes it is estimated that for 30 pupils support year, for four years, will cost in the region of £60,000. A pilot of two cohorts would enable the Council and educational providers to assess progress of 60 pupils. Funding will be sought from external grants, through school match funding and by maximising existing community and voluntary sector programmes which are being delivered in schools. There will be no additional financial pressure on Council funding.

5.5 As part of ensuring that strategic partnerships are maximising their combined commissioning functions, a Violence Reduction co-commissioning group has been established. The purpose of the group is to align commissioning decisions across services with the themes and priorities set out in this report and the Framework. They will also have the responsibility to seek external funding opportunities to deliver the priorities, through regional, national and commercial sector funding opportunities.

5.6 Revenue and Capital consequences of report recommendations

	Current year	Medium Term Financial Strategy – 3-year forecast		
	2019/20	2020/21	2021/22	2022/23
	£'000	£'000	£'000	£'000
Revenue Budget available	55	0	0	0
Expenditure	0	0	0	0
Income	0	0		
Effect of decision from report				
Expenditure	109	85	0	0
Income	54,	85	0	0
Remaining budget	<u>0</u>	<u>0</u>	<u></u>	<u></u>
Capital Budget available	0	0	0	0
Expenditure				
Effect of decision from report	0	0	0	0
Expenditure				
Remaining budget	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

The effect of the decision

Risks

- 5.7 A key risk is that external grant funding for the programmes highlighted above is not available. However, the London VRU has already indicated its intention to fund innovative programmes that can be scaled up. The above programmes have been discussed with the London VRU with the intention to gain commissioning support.
- 5.8 A further risk is that the Community Navigator Programme and the Inclusion Intervention programme are not supported by the community and voluntary sector or pilot schools. This has been mitigated through the consultation process. Each of the priorities is actively supported by the above partners who are working with the Council to submit bids for external funding. If additional funding is not found, the programmes will with be scaled back or delayed until resources can be identified.

If external funding is not available then the funding will either need to be identified from existing service budgets or the programme will need to be revised to be contained within the funding envelope that is available.

Future savings/efficiencies

- 5.9 Savings in relation to the reduction in violence crime, wounding's and homicide will be realised through the delivery of the Framework.
- 5.10 Whilst the full costs of a reduction in crime are not directly attributable to the Council, there are savings which can have an indirect benefit. For example, according to the Home Office Economic and Social Cost of Crime Report published in July 2018: -
- Estimated costs of a Homicide are £3.2m. The major contributory factor to the costs relates to "physical and emotional harm". This is not limited to the victim's family but also to the wider impact on the community. These costs account for £2.1m with an additional cost of £250,000 for loss of output. In the calendar 2018 there were 2 homicides in Croydon.
 - Violence with Injury costs are estimated at £14,000 per incident. This includes just over £8,000 related to physical and emotional harm, £2,000 loss of output and £1,400 wider criminal justice service costs. In 2018 Croydon recorded 2,207 Violence with injury offences excluding domestic abuse injuries, an overall cost of just under £31m, including £17.7m physical and emotional harm costs.
 - There were 446 serious youth violence incidents in Croydon from April 2019- March 2019. Based on the above figures the overall cost of these incidents would be £6.24m. The wider criminal justice costs are estimated at £624,000. Based on a conservative estimate of 15%, the cost to youth offending provision of these crimes would be in the region of £100,000.
- 5.11 As stated, whilst many of the costs do not have a direct connection to the Medium-Term Financial Savings of the Council, they do have an indirect impact in terms of social costs, particularly for those areas which are affected by violence. Areas where there is a predominance of violent crime affect the wider community and perceptions of an area, with the impact of increasing demands for visible public services.

- 5.12 Including a social value impact analysis of the priorities, as they are delivered, will form part of the commissioning process.

Approved by: Lisa Taylor, Director of Finance, Investment and Risk and S151 Officer

6 LEGAL CONSIDERATIONS

- 6.1 The Head of Litigation and Corporate Law comments on behalf of the Director of Law and Governance that as part of the work undertaken for development of the Delivery Plan and implementation of the Croydon Public Health Violence Reduction Framework, the Council will need to continue to ensure compliance with the Data Protection Act 2018 and the General Data Protection Regulation including in relation to the sharing of information across agencies and partners. This will include ensuring that any necessary information sharing agreements are put in place, relevant Privacy Notices are updated and Privacy Impact Assessments undertaken.
- 6.2 There are no additional direct legal implications arising from the recommendations in this report.

Approved by Sandra Herbert, Head of Litigation and Corporate Law on behalf of the Director of Law and Governance and Deputy Monitoring Officer.

7 HUMAN RESOURCES IMPACT

- 7.1 There are no considerations in relation to staffing levels restructuring, regrading or recruitment in relation to this report or the attached Framework.
- 7.2 The Council Community Safety Team will be renamed the Violence Reduction Unit. The decision to add additional posts to support the key themes of the Framework have already taken place and will be incorporated within the unit. The recommendations of this report do not directly impact on this and there are no further requirements arising from this report.

Approved by: Sue Moorman. Director of Human Resources)

8 EQUALITIES IMPACT

- 8.1 The Council has a statutory duty to comply with the provisions set out in the Equality Act 2010. In summary, the Council must in the exercise of all its functions, "have due regard to" the need to the need to comply with the three arms or aims of the general equality duty. Case law has established that you should analyse the potential effect on equality when you start to develop or review a policy, informing policy design and final decision making.
- 8.2 An Equality Analysis has been carried out in relation to the attached Framework. The key findings of the Equality Analysis are:-

- Race - There is potential that a disproportionate number of young people from BAME backgrounds affected by knife and serious youth violence, could give the impression that this is an issue predominately affecting the BAME community.

To mitigate this, the Framework highlights the international evidence that wider factors such as deprivation, poor health, and wider societal determinates have a greater impact. The World Health Organisation's key recommendations include: - *"Violence prevention strategies can address underlying causes such as low levels of education, harsh and inconsistent parenting, concentrated poverty, unemployment and social norms supportive of violence"*

An annual review will be produced which will highlight the underlying factors, building an evidence base using de-personalised case history analysis developed through the Vulnerable Adolescents Review (VAR) and enabling commissioners to focus on interventions that address the causes of violence.

- Age - There is a focus on young people up to the age of 24 who are at greater risk of serious violence including knife crime. This may provide a negative impression of young people in Croydon within this age range.

However, this is countered by the facts in relation to the significant youth population in Croydon compared to other borough's which significantly reduces Croydon's position in terms of serious youth violence per head population in his age range. Croydon is ranked below the London average, (17th highest) for Serious Youth Violence with 3.5 offences per 1,000 young people.

To mitigate this the framework sets out early identification, targeted and intensive support for young people who are at risk of violence. The impact will be to reduce the risk factors and provide support to reduce aggressive or violent behaviour. The Council's Adolescents Service is integrating its provision by merging case management processes to ensure there is a multi-agency support programme from young people and families who are at risk. In addition, the Council recently published its early year's strategy and is establishing locality based services to provide early help for young people and families.

- 8.3 The Framework has been assessed in terms of the Council's ability to meet any of the Public Sector Duties in the Equality Act 2010 and no adverse impact on any of relevant criteria has been identified.
- 8.4 Based on the Equalities Analysis the Framework has been assessed as "Adjust the policy to remove barriers or better promote equality" in terms of age and race as described above. The mitigating factors described are reflected in the Framework will better promote equality by providing a robust evidence base on the underlying causes of violence.

Approved by: Yvonne Okiyo, Equalities Manager

9 ENVIRONMENTAL IMPACT

- 9.1 There are no environmental sustainability impacts in relation with this report.

10 CRIME AND DISORDER REDUCTION IMPACT

- 10.1 Tackling violent crime and specifically tackling violence against women and girls and addressing serious youth violence has been a priority for the Safer Croydon Partnerships for the past three years.
- 10.2 These priorities are set out in the Crime and Disorder Annual Strategic Assessment 2018 and the Community Safety Plan 2019/20. In addition, the Safer Croydon Partnership has published a Violence Against Women and Girls Strategy, a Prevent Strategy, Modern Day Slavery Strategy and Knife Crime Action Plan.
- 10.3 The Council and its partner organisations that form the Safer Croydon Partnership have used external grants to directly fund prevention and intervention programmes to address violence. This includes supporting lead voluntary and community organisations to deliver diversionary and preventative programmes at a community level.
- 10.4 As part of its commitment to this key priority, the Council is re-aligning the current Community Safety Team to form a Violence Reduction Network. The team will work with existing boards, partners, voluntary and community organisations and locality leads to ensure the priorities that are set out in the Framework are delivered and external funding opportunities are maximised. As such the new formed unit will have a greater influencing role across the existing boards, holding them to account for the priorities and outcomes.
- 10.5 Delivery of the themes and priorities set out in the report and attached Framework will have a direct and positive impact in the reduction of serious youth violence, knife and weapon related offences, by identifying and addressing the underlying causes of violence and delivering interventions which support those most affected by violence.
- 10.6 It will be important that a long-term assessment approach is adopted as the effects of the proposals may take a number of years to be realised. However, there is sufficient evidence from other areas, including learning from the Glasgow Violence Reduction Unit, that a long-term impact of sustained reductions can be achieved by adopting this Public Health approach.

11 REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

- 11.1 Cabinet is asked to:
- Adopt the Framework for The Public Health Approach to Violence Reduction in Croydon ("The Framework"), Appendix 1 hereto

- Agree the themes and key priorities set out in the report and the above referenced Framework.
- Delegate to the Executive Director Place authority to develop and agree a comprehensive Delivery Plan in accordance with Appendix 1 through engagement with the existing structures of the Local Strategic Partnership and keep the Delivery Plan under review to ensure ownership of the Public Health Approach to Violence Reduction is embedded across a wider range of organisations, maximising the skills and knowledge of the strategic partnerships.

12 OPTIONS CONSIDERED AND REJECTED

- 12.1 As part of its decision making in developing the Framework for the Croydon Public Health Approach to addressing violence, the Council and its partner agencies visited and spoke to a number of external authorities who have developed long term violence prevention and intervention programmes.
- 12.2 This included visiting the Violence Reduction Unit in Glasgow, the Violence Reduction Approach in the West Midlands, speaking with a lead from a number of London Boroughs who have developed or are currently developing programmes. There has also been a regular dialogue with MOPAC and lead officers who have been developing the London Violence Reduction Unit.
- 12.3 The key messages from those authorities who have delivered successful and sustainable intervention programmes have been: -
- Do not allow structures and hierarchy to get in the way of delivery
 - A Public Health Approach to Violence Reduction means that it is everybody's business not just public institutions.
 - Involving communities is vital if reductions are to be sustainable
 - Intervene early and take a long-term approach not just short-term win.
- 12.4 Whilst considering the options set out below, these key messages have informed the development of the Croydon approach which is set out in the attached Framework.
- 12.5 **Option 1 – A shorter term Violence Reduction Strategy** – A three-year strategy would set out a series of key objectives, aligned to the Home Office Serious Violence Strategy and MOPAC Knife Crime Strategy. It would focus on the three key categories of knife crime, gun crime and homicides. Both strategies use the heading of Prevention, Intervention and Enforcement as core to their approach. Such an approach would have the advantage of shorter-term delivery targets, based on reduction of crime targets.
- 12.6 However, there are distinct disadvantages in that such an approach does not provide sufficient focus on the underlying causes that create the continuum of violence. Whilst there may be short term successes, if these underlying factors are not addressed, by providing sustainable support for those affected by violence, figures will continue to fluctuate, as they have done over the past 5 years.

- 12.7 A further challenge with this option is that it fails to cover the range of violence that impacts our communities. Adopting an approach which enables organisations to work together, recognising the connections between the types of violence committed, provides the Council, its partner agencies and the community the opportunity to use its skills to address all forms of violence.
- 12.8 **Option 2 – A distinct governance arrangement overseen by the Safer Croydon Partnership** – This report and the Violence Reduction Framework, make it clear that the delivery of the themes, priorities and action plans can be achieved by using the existing partnership governance arrangements at a strategic and localities level.
- 12.9 The alternative option would be to create a distinct governance arrangement, managed through a steering group with a series of separate task and finish sub groups. The steering group would report to the Safer Croydon Partnership Board.
- 12.10 This option would have the advantage of have a single responsible group and reporting line through to the Local Strategic Partnership. However, this would not ensure that the themes and priorities are owned across the governance structures that already exist, thereby failing to fully to engage with the wider range of organisations that can contribute to this agenda.
- 12.11 A further challenge would be that a new governance structure would place additional pressure on officers across the Council and its partnership organisations who already attend a number of existing governance boards and associated sub groups.
- 12.12 **Option 3 – Wait for the Establishment of the London VRU Delivery Model** – The Mayor’s Office for Policing and Crime (MOPAC) established the London VRU in December 2018 and the Director of the London VRU was appointed in January 2019. Since that time MOPAC have been developing the VRU Delivery Model with consideration of the priorities and commissioning arrangements.
- 12.13 Croydon could consider developing the themes and priorities in order that they align with the London VRU themes and priorities. However, it is highly likely that the London VRU will be seeking direct impact from partnerships at a local level, with the aim of funding innovative projects and programmes in local areas which have the benefit of becoming scalable. Developing themes and priorities now, places the borough in a stronger position, particularly in terms of accessing current and future funding.

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APPENDICES: Appendix 1 - Croydon Public Health Approach to Addressing Violence Framework

BACKGROUND DOCUMENTS: Equality Analysis