

COMMISSION ON GANGS AND VIOLENCE

Working together for Safer and Stronger Communities

MANAGEMENT PLAN



west midlands
police and crime
commissioner

**THE OFFICE OF THE POLICE AND CRIME COMMISSIONER
AQUA HOUSE
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JUNE 2016

INTRODUCTION

This management plan seeks to coordinate a series of interventions by the community and public sector agencies and offer detailed responses to the actual spike in gun related violence and the community perceptions that run alongside. There are a number of competing situations of which we are aware:

- There are new guns available, have become available, or have been drawn back into use
- A new generation of young people are being tempted by or drawn into gang related activities/ participation
- Gangs are a persistent threat
- The voices of young people are necessary in developing effective interventions
- Not all recent fire arms offences and violent acts are gang related
- Community members are concerned about the lack of a sustainable partnership strategy to address the key issues associated with gang related activities and violence.
- Perceptions are that withdrawal of funding from BRGV has undermined former activity to impact on gang related harm, which has supported community groups and projects, in addition cuts in funding have also led to a reduction in local voluntary and community activity
- There is a significant change in demographics in the area
- Members of the community have told us that 'Something is different, things have changed'
- Members of the community have expressed concern about perceptions of confidence in the police
- Members of the community express a need to have a genuine and sustainable strategy and action plans that's community owned and driven 'from the bottom up', where the PCC and other partners are held accountable for what is commissioned.

THE ISSUE

To be able to tackle the complex challenges resulting in the present 'problem', we need to be able to define the associated issues, and so this work will gather evidence to allow us to understand and subsequently address the issues raised, in partnership with other agencies. The key to this piece of work is that it will be community- led from the outset, both through the process and also development and implementation of the recommendations. This approach will put local people at the heart of making changes to the area in which they live; community involvement will be an on-going process throughout the lifetime of the project.

CURRENT POSITION

1. Urban street gangs and organised crime features heavily in the Commissioners' Police and Crime Plan, as does offender management, and putting in place better support services for victims.
2. Jobs and economic development impact on and reduces criminality.
3. Work with offenders is a priority both in prison and 'through the gate' back into community.
4. Violence is a Public Health and partnership issue.
5. The enforcement strand will continue however, 'We can't arrest our way out of this'. West Midlands Police are partners, and will ensure that current responses are the right responses.
6. The OPCC supports work in schools such as the 'Precious Lives' project around knife and gun crime, educating young people on the impact of violence.
7. There is a need to consider prison resettlement work with partners that effectively impacts on reducing re-offending rates with high risk offenders and their families, removing stigma and discrimination and creating a genuine basis for a 'second chance' from all partners.
8. Educational standards have improved over the last 10 years; however we need to consider issues such as the number of school exclusions.
9. The Commissioner launched the current weapons surrender that was launched on the 16th February 2016 across Birmingham for 6 months and we will ensure that this initiative continues
10. Our approach has to be respectful, sincere and culturally competent, the audience will include individuals and groups with huge experience engaging with individuals and families who may be gang associated. This includes working with families, bereaved because of violent crimes.

ORGANISATIONS TO BE ENGAGED

West Midlands Police, the Local Authority particularly Education (particularly schools in the area) and Environmental Services, Public Health, Violence Prevention Alliance, Local Enterprise Partnerships, Chamber of Commerce, Birmingham Youth Employment Initiative, the Business Sector, Local Enterprise Partnerships, the Business Sector, Birmingham Community Safety Partnership, Probation, Youth Offending Team, Mental Health services, HMP Prison Services, the Voluntary, Community and Faith Sectors.

PROJECT MANAGEMENT APPROACH

The Commission will be the governance structure for the project, accountable to the Commissioner.

TERMS OF REFERENCE

1. Specialist providers will be representatives on the Commission. They have credibility and a track record of working effectively with the issues of concern to the Commission and community.
2. As a 'partnership' the Commission will listen to and respond to the views of the community.

3. The Commission will review the current responses to gangs and violence by commissioning a literature review of past reports and recommendations and assess their effectiveness and relevance to present challenges.
4. The Commission will review and support the work that is currently taking place in the area - enforcement, youth activity, local authority interventions, voluntary, faith and community activity.
5. The Commission will assess the programme of community engagement events, consultations, focus groups, meetings etc to develop recommendations for future activities.
6. Members will bring innovation and best practice.
7. The Commission will look for opportunities to increase effective preventative work and identify new trends
8. The Commission will undertake a comparison of activity taking place in Manchester and London
9. The Commission will develop a report/recommendations for community-led implementation and the approach to gangs and violence in the future, based on the evidence gathered.
10. The Commission will oversee implementation of community led activity, resulting in empowerment, engagement and resilience.
11. The Commission will be in place initially for a 12 month period, to be reviewed.

OUTCOMES

- A better understanding of the problems to be addressed
- A report detailing recommendations and action plan
- A Launch Event of the Report and Action Plan in September 2016
- Community-led activity to ensure delivery of the Action Plan and the development of a cross partner/community approach.

Areas to be covered: Ladywood and Perry Barr Wards

TIMESCALES

Short term: 6 month consultation programme

Medium term: 12 month: monitoring of the process

Long term: To be determined

MILESTONE LIST

Milestone	Description	Date
Launch of the Commission	Invited guest list to the public launch	16 Mar 2016
1st meeting of the Commission		June 2016
Desk based literature Review	Academic to be commissioned to gather evidence to establish the current position of reports and recommendations to date to establish understanding of past work and recommendations made to date including Police Authority report, Black Radley Report, BRGV report, BRAP, John Coughlan, Faith in the City etc Establish demographic and violence profile of Birmingham	June-August 2016
Programme of Events to pull together evidence	<ul style="list-style-type: none"> • Meetings • Focus Groups • Roundtables • Consultation Events with faith organisations, IAGs, community and residents groups, community activists, consultation events, mothers and families Birmingham Citizens	June-Sept 2016
Youth strand of consultation to be commissioned	Targeted youth intervention work: specific strand of meetings, engagement, video/film activity with an Action Plan	June 2016 To be completed Sept 2016
16 Workshops to be delivered in the current locations of knife bins	Words 4 Weapons will deliver 2 workshops to young people in locations to be confirmed.	March 2017
Delivery of the Precious Lives programme across Birmingham	Educate young people of the impact of youth crime on those and the families of those involved with the intention of diverting young people away from crime, in particular violent crime, eg knife carrying, gun crime, gang activity and CSE. This will be both to large mainstream school audiences as part of "citizenship" within PSHE curriculum and to more at risk groups with organisations for those excluded from mainstream education.	March 2017
Three month stocktake and review	Review activity of the Commission to date and ensure that the plan is on track	Aug 2016
Regular updates to Cllrs and MPs	Monthly updates to be given to Cllrs, MPs, and Cabinet member with Community Safety Portofolio	Quarterly
Event in partnership with Manchester, Liverpool and London	Event in Central Birmingham to consider the activities taking place across the four force area looking at similarities, responses, best practice	Sept 2016
Summit to launch the	Community-led event to launch the report and	Oct 2016

recommendations and Action Plan	action plan	
Commission to monitor progress	Commission will continue to meet monthly/bi-monthly to monitor progress and implementation	Monthly/bi monthly

MEMBERSHIP

Bishop Derek Webley: Chair

To be added

Yusef Ahmed: Youth Commissioner (BWC)

Yusef is 18 years old and lives in Aston, Birmingham. He attends South and City College and is studying public services at the moment. He started getting involved in youth groups three years ago when he became a member of The Lighthouse. Also in the past he has done voluntary work within schools, working with year 2 children. He has a wide range of hobbies and interests and enjoys getting to know different people, talking, helping people and listening to people. He is optimistic and likes to seize every opportunity he gets that is likely to have a positive impact on people. He enjoys giving young people a voice and the chance to get their point across.

Yusef wants to make a change, a difference, and help to reduce youth crime throughout Birmingham which could help save lives and prevent them from being hurt or damaged.

Rev Dr Carver Anderson: Academic/Researcher

Rev Dr Anderson is a Practical Theologian and Social Scientist. He is a qualified social worker with many years experience at practitioner and senior management levels, working with individuals, families and communities plagued by multiple and complex challenges.

Dr. Anderson has a Masters in Social Science in Socio Legal Studies and a PhD in Theology (Towards a practical theology for effective responses to Black Young Men associated with crime for Black Majority Churches) from The University of Birmingham. He is an Executive Director and one of the founders of the Bringing Hope Charity in Birmingham, working to support individuals and families impacted by crime and violence, both perpetrators and victims. Over the years Dr Anderson has chaired and been part of numerous committees regarding family and community safety also developmental issues. This included being a member of four Home Secretary's Round Table, considering community safety interventions.

Dr Anderson has been a local pastor in Birmingham, with over 30 years experience in pastoral care and support, and has collaborated and worked in partnership with statutory, voluntary, faith and community sectors. In his various roles, he has taught, lectured and presented at seminars and conferences in Africa, Jamaica, Europe, and USA, also across the UK relating to his research interests (practical theology, youth crime, black young men and criminal association/activities, social ethics and faith interventions). Dr Anderson particularly, advocates for churches to be active in community life, bring hope support and insights to those represented in the Luke [4:18](#) narrative (the poor, prisoners, 'blind', oppressed and marginalised people).

Joan Campbell: Specialist Family Intervention Practitioner

Joan Campbell is a Director of Community Vision West Midlands CIC. She is a qualified Probation Officer with in excess of 25 years expertise working within the field of Offender Management, Substance Misuse, Education and family centred behaviour change programs.

Joan is responsible for the design of The Specialist Intensive Young Peoples and Families Intervention commissioned by Safer Birmingham Partnership under the Ending Gangs and Serious Youth Violence national Home Office initiative. She also designed Sandwell Oasis which was a similar family centred project commissioned by Sandwell Council to tackle the impact of urban street gangs. Such programmes recognised and utilised the involvement of parents as being critical factors in sustaining positive changes in the behaviour of young people. In addition to her work around urban street gangs Joan currently runs a victim support service assisting those affected by serious crime to recover from the trauma caused not just to the individual but to the family as a whole. Joan will be using the learning from years of working closely alongside mothers affected by gangs (both as mothers of gang members and mothers of victims of gang violence) to inform the work being done by the Gang Commission.

Lincoln Moses: Chairperson Holford Drive Community Sports Hub

Has a high-level contextual understanding of the roles that are played by different gangs and violence organisations is linked to the Criminal Justice System and other youth prevention strategies. He has sat on the Birmingham Reducing Gang Violence Steering Group, 1,2, and 3, and is a Trustee on the Birmingham Community Safety Partnership. He is a member of West Midlands' Police Independent Advisory Group and has given key note speeches and presentations to cross panels of MPs at the House of Commons. He has also led on publicity relating to this agenda, as well as appearing on Sky news with the new Chief Constable.

Rev Robin Thompson MBA: Executive Director, Bringing Hope

Reverend Thompson was a member of the Home Secretary's Round Table for Gun, Gangs and Youth Violence from 2003 - 2008 and was recruited for the Home Office Peer Review between 2012 -2016. He is an Executive Director at "Bringing Hope", Charity organisation working to transform and reform lives and communities influenced and impacted by anti-social behaviour such as guns, gangs and knife crime. For over 25 years, he has specialised in working with socially excluded young people and families from different ethno-cultural backgrounds across the UK.

Robin was previously employed from 2002 – 2010 by the Birmingham Drug Action Team (DAT) as Lead Commissioner for Children, Young People and Families (CYPF) serving as a formal member of the Birmingham Safeguarding Board and also as a member of the Birmingham Community Safety Partnership as DAT CYPF strategic lead for commissioning integrated substance misuse services and interventions. That role included areas such as substance misuse interventions, mental health, guns and gangs. His knowledge of both public sector commissioning and community development and business/social enterprise puts him in a unique position to enable real change and impact.

Barry Dennis

Barry Dennis, known as Bobby is well known in the community for his work and involvement with issues of concern and interest to local and national government, also to statutory, faith, voluntary and community sector.

He has occupied several roles in the community over the years, from being a volunteer with community organisations, to being a Community Facilitator with Birmingham Settlement, who were involved in neighbourhood development, and community safety. His advice, skills and involvement with young people and families in deprived areas of Birmingham has been valued over the years. Importantly, Bobby offers much needed 'grassroots' perspectives regarding issues of concern in the community.

Bobby is an advocate of working in partnership and has done so through his 'Turn Around' project; working alongside organisations like Bringing Hope Charity, COPE Black Mental Health Trust, YMCA, Centre for Conflict Transformation and Young Disciples Ltd. His skills and support to mediate, manage conflict offer advice relating to community conflict and safety, has been evident over the years. As a result he has received commendations from statutory, voluntary and community sector management. His joint support and involvement with pertinent community concerns/issues, has been evident during some of Birmingham's most challenging periods, where youth violence, conflict and serious community disturbances were a problem. As a result, in June 2009, Bobby was presented with a Community Champion Award by Khalid Mahmood MP, for his 'outstanding contribution to the local community'.

Lloyd Robinson: Criminal Justice Specialist

Lloyd as well over 20 years' experience working with high risk individuals and is presently carrying out early interventions, mentoring young men at risk. He was previously a Gangs specialist NOMS 2 (West Midlands) & presently NOMS CFO3 (East Midlands). He has worked as an independent consultant to the Home office part of the Ending Youth & Gang Violence team and carried out peer reviews in 15 locations across the UK for the last 3 years. He has designed and is running Joint Enterprise awareness workshops in schools and Youth Offending Teams across Birmingham and Sandwell. Lloyd is also presently supporting Northamptonshire Police as a consultant around Youth and Gang Violence and is a member of Birmingham's Community Critical Reference Group and BRYV group.

David Jamieson: West Midlands Police and Crime Commissioner

To be added

Assistant Chief Constable Carl Foulkes: West Midlands Police

To be added

Cllr John Clancy: Leader of Birmingham City Council

To be added

Adrian Phillips: Director of Public Health Birmingham

To be added

Chief Inspector David Twyford: Violence Prevention Alliance

To be added

Mashuq Ally: Director of Equalities, Community and Cohesion

To be added

Membership of the Commission may change over time, as issues are brought to the attention of the Commission and people are invited to attend to respond or deliver responses etc. People can be invited to attend to assist the Commission in its work. Members from statutory agencies are required to have a Deputy who can substitute at meetings.

OPCC Support

The strategic lead for the project is Alethea Fuller, who has the overall responsibility for managing this project, reporting to the Chief Executive. The project team will consist of Public Engagement

Officers from the Partnerships and Engagement team and other members of the team as necessary. The Communications Manager, Richard Costello will take the lead role in ensuring that communications and publicity is both appropriate and effective.

BUDGET ALLOCATION

Launch Event	£2,000	£2,000
Literature Review and Academic	£5,000	£5,000
Youth Engagement Strand	£5,000	£5,000
Consultation and Engagement Activity	£7,000	£10,000
Summit/Launch Event	£3,000	£3,000
Total		£25,000

It is important to acknowledge that we are engaging members of the community to lead on this initiative for an initial limited timescale of 12 months and we need to ensure that the importance of this is recognised. They will be helping us to manage community relationships and tensions, as well as leading on particular strands of engagement. In recognition of that, the OPCC is willing to make a payment for services in recognition.

	Cost	Total
Chair	£3,000	£3,000
Community Members	£3,000 x 6	£18,000
Total		£21,000

Total Budget £46,000

Alethea Fuller, Partnerships and Engagement Manager, Office of the Police and Crime Commissioner

