

One Flow, One Brent Programme



Making a difference in reducing violence
affecting young people on targeted
estates in Brent?

Executive Summary Report

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INTRODUCTION, CONTEXT AND BACKGROUND

The London Violence Reduction Unit (VRU) was set up by the Mayor in the autumn of 2018 and, so far is the only VRU in England and Wales. The VRU is tasked with reducing and stabilising violence across the capital, increasing feelings of safety for all Londoners, and ensuring that communities and young Londoners are at the heart of sustainable and long-term change.

Drawing on the lessons from the Glaswegian model, the VRU has adopted what is being called the '*London-specific public health approach to tackling violence*'¹. The aim being to bring together specialists from health, police, local government, schools, probation, and community organisations to tackle violence and its underlying causes, and to promote positive opportunities particularly for vulnerable young Londoners.

The VRU strategy and work programme contained three strategic aims against which not only their direct work will be set against, but areas of commissioning will be guided by those aims and the principle of a 'public health' approach. The aims are:

- To reduce and stabilise violence across London – violence is a concern for us all; we will all play our part to reduce it;
- To increase feelings of safety – recognising that London is one of the safest cities in the world;
- To put community at the heart of our work – only by doing so do we have a sustainable long-term approach towards reducing violence. (Ref: [VRU Strategy](#)).

The public health approach, as articulated by the VRU, is premised on a multi-agency cross agency coordination model, that does not see violence as an isolated incident; rather, it means understanding that no individual operates in a vacuum, that they are both part of and influenced by a huge range of other contexts².

The *MyEnds* programme is one of those commissioned pieces of work by the VRU which seeks to provide support, capacity, and funding for locally-designed interventions in neighbourhoods affected by high and sustained levels of violence. At its core is the hope that the *MyEnds* programme will increase the sustainability of community networks, so that they are well placed to respond to local emerging needs and add long-term capacity and support to an area.

¹ VRU strategy, May 2019: [Agenda for Violence Reduction Unit Partnership Reference Group on Wednesday 1 May 2019, 2.00 pm | London City Hall](#)

² The VRU's strategy is premised on a 'contextual safeguarding' approach, which is an approach to understanding, and responding to, young people's experiences of significant harm beyond their families. It recognises that the different relationships that young people form in their neighbourhoods, schools and online can feature violence and abuse. Parents and carers have little influence over these contexts, and young people's experiences of extra familial relationships can undermine parent-child relationships (see Firmin, C, *Contextual Safeguarding (2017)*)

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The Brent Consortium, led by Young Brent Foundation (YBF), was one of eight (8) successful applicants to the *MyEnds* programme³ which includes the following partners working across three targeted estates over a three year period as indicated:

- 1) Metropolitan Thames Valley Housing (Chalkhill Estate)
- 2) Catalyst Housing (Church End Road); and
- 3) Hyde Housing (Stonebridge)

The Brent Consortium programme, *One Flow, One Brent (OFOB)*, seeks to combine the experience of the Housing Associations with the expertise of Young Brent Foundation (YBF) in building detached and outreach solutions that use a trauma-based whole family approach to reducing violence and create sustainable change across the targeted estates; and if successful, could be an approach that could be mirrored more widely across other parts of the borough.

The overarching approach in the delivery and implementation of One Flow, One Brent is set against a three stage development and delivery model, with Stage 1 entailing engagement, mapping and stakeholder conversations; Stage 2 to provide support over the summer period across the targeted estates with Stage 3 being the commissioning of services (this stage will be informed by the outcome of the first stage engagement process).

This report forms part of the Stage 1 approach, which seeks to establish an understanding of the programme and the engagement process with stakeholders; in short, seeking to build consensus and understanding within the expectations of the VRU's public health approach model.

THE CHARACTERISTICS OF THE TARGETED ESTATES

The London Borough of Brent has common borders with seven other London Boroughs, making it the second Borough sharing so many shared boundaries⁴. Brent has the largest proportion of ethnic minorities in London at 71% of the population compared to the London average of 65% and is within the 15% most deprived local authorities in the country.

Brent has seen a rapid increase in violent and gang related crimes; between 2018 and 2019 103 young people in Brent were the victims of knife crime compared to 70 victims in 2016, which represents a 32% increase in victims of knife crime in a 3 year period. According to figures from the Brent Joint Strategic Needs Assessment 2019-20, there are 22 known gangs currently active in Brent and there are estimated to be over 1000 young people involved with gang criminality. The Brent gang's cohort is 90% male and 80% from African Caribbean

³ The successful consortiums are: **Brent** – Estates in Chalk Hill, Stonebridge and Church End; **Lambeth** - Angell Town, Loughborough and Moorlands estates; **Croydon** – London Road; **Hackney** – Hackney Wick, Marsh Hill, Homerton; **Haringey** – Tottenham Hale ward; **Newham** - Canning Town North, Custom House, Plaistow South Ward – with a focus on the Barking Road.; **Southwark** - North Peckham estate, Rockingham, Brandon and Aylesbury; and **Tower Hamlets** - Four E14 neighbourhoods located within the Isle of Dogs - Island Gardens, Blackwall and Cubitt Town, Canary Wharf and Poplar.

⁴ Brent shares common boundaries with: Harrow, Barnet, Camden, City of Westminster, Kensington & Chelsea, Hammersmith and Fulham and Ealing.

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backgrounds. 65% of respondents of a survey of young people said that either they themselves or someone they know had been a victim of knife crime.

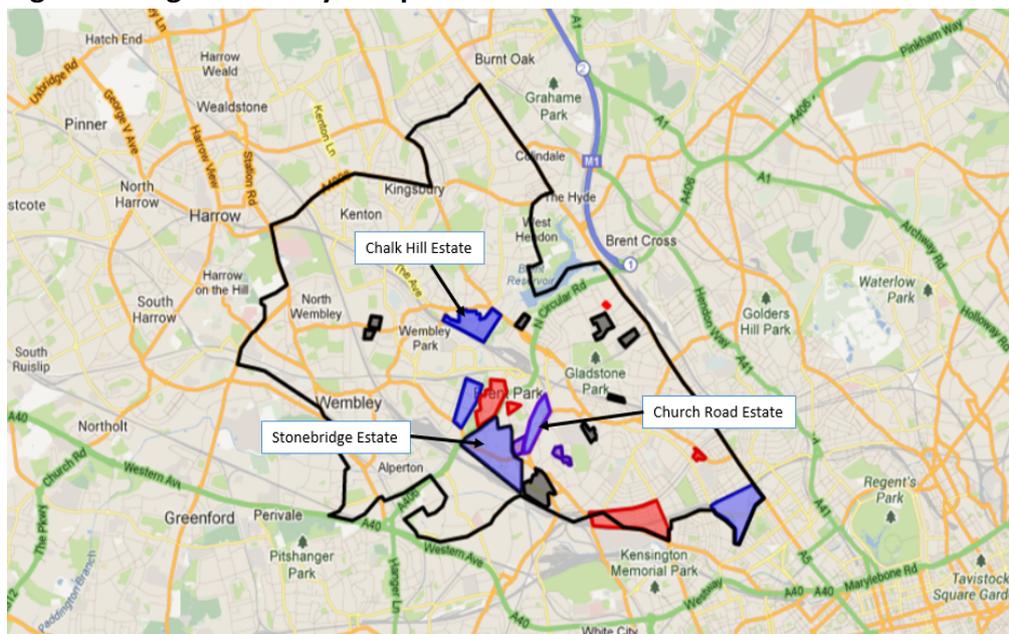
Within the borough, as Fig 1 below shows, the three targeted estates are in close proximity to each other, with Stonebridge and Church Road separated by a single 'block'. The three estates of Chalkhill, Church End and Stonebridge provide 6,324 homes for 14,796 Brent residents. The combined wards of Harlesden, Stonebridge and Barnhill - the three wards in which the three estates are located - have the largest concentration of children (12,921) within Brent, with children and young people, on average, making up a quarter of total residents across all three estates.

Consultation with young people on Chalkhill Estate (August 2020)⁵, for example, found 41% stated they did not know 'what' could be done to help them feel safe and secure in their community, echoing wider community sentiment regarding disengagement and a lack of hope. However, 46% stated that to feel safe and secure the following actions needed to be implemented:

- Find ways to keep groups from harassing young people
- Someone watching over people in parks
- More role models and mentors
- Allowing local people to be funded to run activities with young people
- Employment and careers advice opportunities and programmes

The same report showed that the following pillars would be effective in reducing violence on Brents estates (see Fig 2).

Fig 1: Borough boundary and proximal location of the three estates



⁵ Chalkhill Estate: consultation with young people report (August 2020), Young Brent Foundation and Metropolitan Thames Valley Housing Association (details can be obtained from Young Brent Foundation)

Fig 2: An approach to lead change: what young people said would make a difference



Effectively tackling this proliferation of violence will require greater resource and a long-term collaborative approach between the local community, Housing Associations, community providers and the council, which should involve young people and the community.

EMERGING THEMES FROM THE CONVERSATIONS

Overall, 57 people participated in the conversations which took part in the series of World Café conversations between May and June 2021, with each session lasting between 2 and 3 hours; none were less than 2 hrs. Participants reflected a wide range of providers and interested individuals: statutory services, including the local authority, the police and youth offending services, the three Housing Associations and voluntary and community charitable organisations working on the three targeted estates as well as young people who lived on the three estates.

The 'voices' emerging from those who participated in the series of 'world café and critical conversation' dialogue sessions, were collated and clustered into areas of similarities that eventually produced the emerging themes and ideas contained in this report.

In no particular order, what emerged from the engagement and conversations revealed the following:

- There were a range of initiatives and activities taking place directly on the estates in scope to the programme though it was not clear the extent to which they could be said to fall under one or more of the key outcomes identified within the broad and, sometimes, narrow spectrum of preventing and de-escalating serious youth violence. The currently seen draft Brent Council Youth Strategy being developed covers a range of opportunities, which is likely to only apply to the Council's own services and engagement and is not likely to impact on the range of independent funders and the wider community and voluntary sector organisations that exist, all of whom are plying their trade on the stated estates. This makes for an uncoordinated approach and, while allowing a thousand flowers and initiatives to bloom, it also means lack of

coordination and therefore the likelihood of practices falling between cracks. That is, there is the likelihood that quality assurance, effectiveness and impact could be compromised.

- There was much talk of ‘prevention’ activities and programmes being in place but there was little direct evidence as to how some of those ‘programmes’ delivered on prevention other than it ‘does!’ For example, having a youth centre on each estate is said to make a difference and would provide necessary ‘outlet’ to engage young people so that they do not become victims of crime, yet at the same time, we were hearing that not all young people want to visit/use building based provisions. Further, many of the activities and programmes identified were largely ‘male dominated’ with young girls and women almost ignored. We heard from young girls and women on the estates who spoke about the level of programmes that appear not to be for them, either because they found themselves to be lone female participants, or they were made to feel unwanted. There is also a general ‘security’ and safety question here as well as programme appropriate initiatives that need to be considered in programme design and delivery. What is ‘prevention’ from pathway into criminality versus participating in a programme for its intrinsic value (i.e. sport for sport sake, music for music sake etc)? There is perhaps a need for greater clarity and expectations about what is included as ‘preventative’ programmes and how those programmes are monitored and evaluated against some form of outcome matrix allied to either the VRU Theory of Change or one derived as a result of this process (see Appendix 1).
- The other side of the coin is equally unclear; that is, what do we mean by ‘diversionary’ programmes? What is being done with work with first time entrants into the criminal justice system, for example? Depending on how these are viewed, these could also have a ‘preventative’ aspect to it, especially where those known ‘role models’ could be used to ‘divert’ those likely to be on the cusp who might just need the push to stay away from such a journey (the corollary is equally possible and hence the need to consider these perspectives otherwise everything is left to chance and the hope that merely saying it is, does the job). We heard from stakeholders and beneficiaries of services that role modelling or mentoring could make a difference, especially in the building of bridges between the generations.
- There was much talk about ‘listening to voices of young people’ while at the same time we were hearing that those voices we are hearing were not ‘legitimate nor representative’? Further, that ‘formal structures’, such as Youth Parliament, Scrutiny Panels, School Councils etc are not sites of engagement with young people, even though many young people embraced them and many young people, given the chance, were engaging with ‘Estate-based’ forums or similar. Young people on the calls were clear that those voices are as legitimate as any other and should not be overlooked, as to do so, is to deny them those voices. The de-legitimisation of young people’s voices was a common refrain across all the conversations. As this theme of connecting with young people to influence and inform decision-making and solutions are central to the OFOB model, alongside culture changes around practice and

aspiration, being clear how this agenda – ‘*engagement and voice*’ – will be developed and rolled out across the three estates in scope to the project will be critical.

- Some of the emerging initiatives identified relate to ‘processes and resource’ management linked to multi-agency Panels or forums. For example, Project Horizon, led by the Metropolitan Police, is built around a multiagency panel approach with the prospect of leveraging resources and skills from voluntary and community sector providers alongside statutory services, especially the local authority. As this model is relatively recent, ensuring the dovetailing of this approach to the work of the OFOB initiative could be a possible sustainability objective, especially if partners are clear of what each brings to the table and of their limitations. Current bodies of work by NCVO, amongst others, tells us that voluntary and community organisations are largely dependent on grant funding, which are often single year funding or, as recent work by Ubele showed, the majority of BAME led organisations are often in receipt of funds less than £30k per annum⁶. Analysis of the last year’s published accounts of six of those organisations identified as playing a pivotal role across the three estates showed income ranging from £1,518 at the lowest end to £134,100 at the upper end. According to the NCVO definition, only one of them would be classified as a ‘medium’ organisation based on income (>£100k - £1m), while all the others would be deemed micro or small (<£10k - £100k)⁷. This suggests that their capacity and sustainability in driving through impactful programmes could be limited. Being clear and specific about what they can or cannot do should be carefully considered if they are to be grant aided (e.g. what aspects of the delivery model would they be best able to deliver?)
- A range of localised and general funding opportunities exist, both for statutory services as well as not-for-profit enterprises, including registered charities. The interventions therefore are linked to funders’ priorities with seemingly little coordination across the system, even when taking into account the ‘multi-agency’ approaches envisaged through the public health approach. An emergent theme was one of alignment of existing funding and resources. Organisations we spoke to were very mindful of the loss of funding over recent years and of their own capacity to be able to make applications. For some, building capacity and being supported to do so was seen as crucial if they are to play an enabling role on the estates. This would seem to suggest that building capacity of organisations is vital for both short term delivery as well as longer term sustainability of projects that may be seen to be effective, which will have to go alongside an effective monitoring and evaluation process being put in place.
- There appears to be a tacit acceptance and assumption of what is meant by ‘communities’ but no specific delineation of what is meant by it. There was much talk about the ‘community’ and intergenerational perspectives, without concrete

⁶ Unpublished report on CCLORS and Phoenix fund programmes

⁷ [Definitions - About | UK Civil Society Almanac 2020 | NCVO \(ncvocloud.net\)](#)

definition as to what this actually meant: does community denote a geographical and spatial collective bounded within a particular 'fenced-off' area, commonly referred to as the 'estate' or whether we are talking about 'communities of people, bounded by some common experience and interest, whether gender, race or income? Various conversations oscillated between one or more depending on who was speaking and of their interest. Even when focusing on spatial boundaries of the 'estate', that too became 'stretched' as some people saw the estate as shaped by the people who 'trade, live and play' on it, which doesn't necessarily mean they are all residents living on the estate. This was very much the case when we talked about the types of activities and programmes taking place and who delivered them and where they are delivered. Territoriality is an issue and a concern, especially regards 'ensuring pattern maintenance and social cohesion'. For example, there were concerns that on some estates the community centre was inaccessible to young people and on others, closure of the multi-user game areas (muga pitches such as the 'Cages' were cited as areas where young people met and played which were no longer accessible): *"Youth centres employing elders in the community, creating familiarity for elders in the community doing that work – also important to create leaders in the ages 18-22 to push the generation below to continue to build that platform."*[Chalkhill Estate respondent]

- Aspirations are high but also unrealistic in terms of what could be achieved through the OFOB programme; much of the challenges were of a wider and systemic nature, and in many ways, were things that many of the organisations and families could and should already be doing. We heard about the history and what used to take place but with a level of scepticism at one end and lack of appreciation of cause and effect at the other. At times speakers talked about the good old days, while at another we heard from people about the changes that has taken place and the inability of some to take advantage of those changes. For example, respondents to the Stonebridge discussions talked about the need to have in place *'opportunities for young people to be able to develop and show their skills (e.g. education, skills development; financial literacy/helpful – basic financial control need – how to manage money, mortgage etc).'* And from Church Road, that *'residents used to gather in the area having fun and community spirit; that there is the need to heal divisions in the area by collaboration across communities – more integration across estates.'*
- There is no single model or perceived action that might make a difference but, from feedback relating to gap analysis and perceived 'outcome', it was clear that needs and wishes differed; and this perhaps added further to the frustration so evident in the conversations. A respondent from Church Road puts it thus: *Greater use and involvement of young people in the Community Centre [is needed]; seems to be used by a 'particular demographic'.* When asked about the types of activities that were missing, and therefore would make a difference if put in place, respondents offered a wide range of 'activities and programme' ideas, some of which we heard were already in place though somehow the information was not getting through. This perhaps speaks very much to another concern raised about the lack of communication as to what is taking place. In broad terms, some of the types of

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activities/opportunities deemed as 'gaps' in provision included:

- Job opportunities for young people/entrepreneurialism programmes.
 - Help to reduce knife crime.
 - Football/ basketball and other team sports in the area.
 - Career advice and support to obtain employment opportunities, cv development or further education.
 - People think the Pavilion is just for football, though it offers other courses within the building.
 - There is no mixing between older and younger people.
 - Mentoring and personal development programmes, especially where youth centres exist and where programmes are not solely based around sport.
 - More police on the estate, as they drive through and do not engage with the youth on the estate; the relationship isn't great.
 - Parenting programmes and work in listening to the concerns of young people around employment, education, safety, mental health etc
- Arising from the exploration of gaps and possible actions that could make a difference, on the whole respondents indicated that the following areas of exploration and development opportunities should be considered:
 - a) Access to funding and financial resources;
 - b) More diverse and wide ranging provisions that cater for both boys and girls, for the young people and the 'olders';
 - c) Opportunities that are intergenerational and seek to engage the wider communities living on the estates, especially spaces that engages people with opportunities and allows for conversation that can't be had in school or at home: *"Communities still have a culture of violence (adults and children carry knives) and as such, we need to do some intergenerational work."*
[Community conversation]
 - d) Access to sports and other training facilities, especially programmes that are not sport related but have employment and education as focus;
 - e) Improved and better use of different communication outlets that promote what is taking place on the estates, especially where building amity is concerned: *"Important that community is aware of what is being said/done in the area; trust by the community is important for building rapport and build foundation."*[Council and statutory providers conversation]
 - f) Personal development and engagement opportunities associated with decision-making, 'real employment and career' opportunities and parenting support and development;.
 - g) Improved and better police-community relations across all three estates: *"Estate wardens could be a bridge between police and community, facilitating*

movements of young people between the estates through football, residential and community days.” [Community conversation]

- h) Encourage and support new innovative and creative opportunities that target those most at risk and/or involved in criminal activities, especially new organisations hitherto supported to deliver on the targeted estates.

- As participants explored ‘what an effective’ change would entail – ‘*what good looks like*’ – a range of themes were expressed which reflected strongly on employment, training and skills opportunities, on a sense of community and pride and reduction of ‘crime’ on the estates. Of particular concerns were the ‘legacy’ of the past, which were negative and not flattering, especially regards police and community relations. Any perceived work going forward would need to consider these aspects, especially how to ensure there are ‘real opportunities’ linked to such programmes that might be put in place. This notion of ‘*training skills opportunities*’ was strong across all the conversations held. In broad terms, respondents offered the following thoughts as to what a thriving and inclusive estate based community could look like:
 - *“No presence of violence, a sense of safety and people can walk in and out of areas without feeling threatened.”*
 - *“Can access opportunities that are available to enable young people to progress and pursue goals.”*
 - *“More employment would create more satisfaction and security, leading to reduction in crime.”*
 - *“Investment in the development of skills, more education and training for young people so people can learn more skills and translate that into action.”*
 - *“Improved relationships between young people over cultural lines or otherwise.”*
 - *“A celebration led by young people for their area; more young people becoming peer mentors to steer them away from negative pathways.”*
 - *“Having young people make decisions and have influence over the things that happen in their community.”*
 - *“Developing local business and start-ups as well as financial education in order to empower and build something for themselves and their community leading to an enrichment of the community as a whole.”*
 - *“More business loans and start up loans going to start businesses on the estates so as to develop the entrepreneurial skills of young people in their communities.”*
 - *“young people to be able to engage in a holistic service which can range from mental health and wellbeing to education.”*
 - *“Long-term investment programmes that helps young people and develop wealth within communities by developing and scaling local businesses.”*
 - *“Creating culturally appropriate services that relate directly to the community and is serving the needs of those groups, especially for Black and Asian communities in these areas.”*
 - *“Securing funding to do projects is high effort and low yield, would be better to make these more streamlined, as the funding provided is not sustainable.”*

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What would be good would be long term commitments to the projects funded."

- *"Access to services and opportunities have been eroded, especially in Brent, good would be to see these return."*
- *"Seeing something tangible from the work that is being done now is what good looks like..."*
- *"...Outputs being more visible is important for young people to acknowledge what change has taken place..."*
- *"More engagement in employment and training, community resources being used better and targeted to young people who will benefit most; fewer exclusions, fewer young people involved in the criminal justice system, making tangible difference to families and their lives through services throughout NW10 (family wellbeing centres)."*
- *"Increased visibility, interdependence and collaboration between groups, engagement with those impacted and the people delivering it."*
- *"Reassurance that people feel safe, reinforcement of wellbeing and mental health."*
- *"Effective challenge from the community and delivery partners, being able to communicate effectively with community that they are able to understand and hold partners accountable and empower them."*
- *"Reduce level of violence in the designated wards below 'medium', making the area become desirable with greater community confidence in policing."*
- *"...bring back that community spirit."*

CONCLUDING REMARKS AND RECOMMENDATIONS

Change takes time and, with limited resources and opportunities, those changes are likely to take even longer, if not an impossibility. The voluntary and community sector, dependent as they so often are on grant funding and donations, by this definition, will be in a continual state of knee jerk reaction, floating between funders and opportunities with limited capacity, despite their own belief that what they are doing is making a difference on a major scale as opposed to being part of a tapestry of smaller impacting providers.

Funders, therefore, might want to reflect on what they are seeking when commissioning such programmes, especially with respect to the delivery of extrinsic outcomes. That is, to what extent is the amount of award they are able to provide proportionate to what the organisation might be able to deliver beyond its intrinsic objectives? Most importantly, how will they monitor and evaluate the outcomes associated with extrinsic rewards (e.g. sociability and exclusion from involvement in crime)?

The priorities for OFOB are firmly linked to ‘reducing serious youth crime and violence’ on three estates with identified outcomes linked to the VRU’s Theory of Change:

1. Outcome 1: Stronger community networks;
2. Outcome 2: More inclusive decision-making;
3. Outcome 3: Greater capacity within community networks.

In considering the outcomes emerging from the Stage 1 conversation process so far, there is the need to ensure that whatever outputs determined are aligned with the core outcome expectations of the VRU as indicated above. What participants to the process have told us would make a difference should provide some guiding principles in establishing both strategic objectives and commissioning criteria and output expectations (outcomes would determine the priorities for funding and engagement).

Based on the evidence and responses emerging from the approach, we have identified five main ‘themes’ that chimes well with the VRU/OFOB outcomes, from which we have developed the OFOB Theory of Change overview consistent with the VRU’s expectations as indicated above; this is attached as Appendix 1. The five themes to emerge from the conversations are as follows:

1. Engagement and voice
2. Places and facilities/Activities
3. Skills and opportunities
4. Developing the capacity and capability of organisations
5. Commissioning, management and support

Against each theme we have been able to develop some early ‘outcome’ statements and objectives based on the voices heard (Table 1).

An important feature of the whole process must be how OFOB monitor and evaluate the implementation and effectiveness of programmes. This is going to be critical in determining

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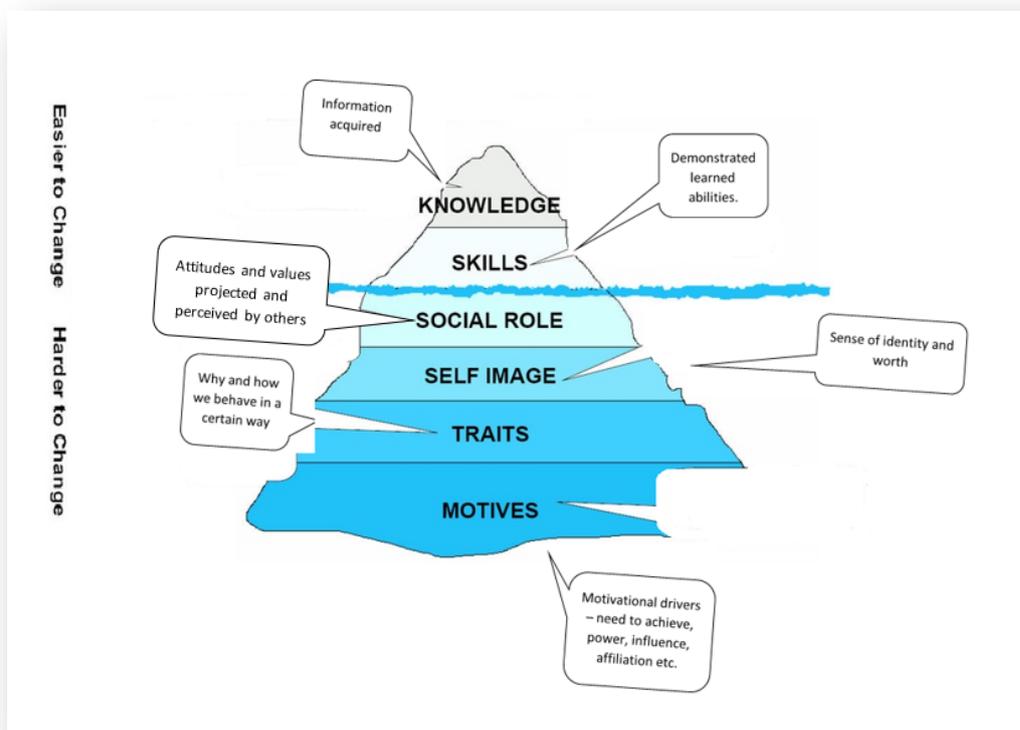
(a) actual delivery of actions and provisions commissioned; (b) effectiveness or otherwise of the programmes commissioned; in other words, to what extent has those provisions made a difference in line with the expected outcomes enshrined in its Theory of Change. Linked to this would be the need to 'quality assure' those who are to be commissioned as respondents showed concerns over the quality and range of some of the services currently in place.

Building capacity of organisations - what the change process needs to consider.

As indicated above, change takes time and is always contingent on a number of occurrences taking place at a given time; some would say a tipping point. What we do know, is that change is almost always an incremental process and involves much more than what is seen on the 'surface', usually in the form of effect rather than the cause. The 'iceberg' model offers a good way of looking at the change process, especially with respect to building capacity within organisations and developing resilience (Fig 3). As models go, they are only helpful if they enable the reader to make the changes they would like to make. It is here offered as another way to consider next steps.

Paying attention to those 'drivers' that are likely to impact on organizations and how they are seen, and therefore the sort of training and support that may be needed. Understanding these variables may help in the development of appropriate training and support packages that may need to be considered within the commissioning approach.

Fig 3: Iceberg theory for change considerations



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Finally, YBF should consider including or adopting the below sets of criteria within their commissioning approach:

- A strong organisation with the skills, influence, passion, and the access to networks within the community in order to drive change.
- Partnership working that are empowering, coherent and sustainable, composed of partners who are closest to the issues and thus able to play a central role in leading the solutions.
- Creative, innovative, and effective local neighbourhood responses to reducing violence based on proven track record. We know that not everything will work, but there should be the encouragement to challenge the 'way things have always been done' attitude, to encourage creativity and out-of-the-box approaches and mindset. This should include attracting and encouraging new organisations to apply when the grant programme opens-up.
- Local community groups are sometimes well placed to support local initiatives and they could be backed and supported to play some enabling role, as they might know how to get people involved, and can be motivated enough to play their part. Potential funded organisations might be encouraged to demonstrate how they will work with such bodies where they exist, such as, for example, the Chalkhill Estate Youth Forum (or similar where they exist on the three estates).

Recommendations

In going forward, it is suggested that YBF pay due regards to the following as we move into action mode (i.e. Stage 3):

1. Ensure that there is in place a process with clear guidance and tools to examine the nature and quality of the programmes being grant funded, for the reviewing of key lessons, strengths and barriers encountered by providers and beneficiaries. This should form an integral aspect of the 'process evaluation' approach within the governance arrangement that will be in place.
2. The identification of the impact produced by programmes, both intended and unintended, with a focus on the voices of young people informing the design, development and implementation of programmes and of the learning process. This entail having in place a 'quality assurance' approach which would seek to address concerns over the quality and range of the services to be provided.
3. To develop a Delivery Action Plan, which the Steering Group could use to help with the monitoring and reporting process to the funders (i.e. The Mayor's Office) as well as track progress and assess programme effectiveness.
4. Building the capacity of those organisations supported to enable them to be able to continue programmes after the cessation of the *MyEnds* funding provision. In seeking to build capacity of organisations, to also consider how the 'iceberg model' help to support programme design. This will be a challenge, and so should form part of the consideration as we move into Phase 2 of this process.

Table 1: A summary overview showing the alignment between strategic outcomes (matched to the themes), the strategic objectives and the relationship with the conversation feedback.

Strategic outcomes	Strategic OFOB objectives	Link to feedback from the conversations
<p>Theme 1: Engagement and voice</p> <p>Outcome 1: Enhance and develop the capacity of young people and the wider community to have their voices heard on matters affecting their lives on the targeted estates.</p>	<ul style="list-style-type: none"> • Objective 1: To facilitate listening and ensuring young people’s voices are heard at the heart of a public health approach as well as more widely across each estate (i.e. development of a ‘youth community connectors’ approach) • Objective 2: Provide leadership skills and opportunities to encourage the development of youth-led solution models, working with and training young people in project, co-designing and research skills. • Objective 3: To ensure that the wider voices of communities being impacted upon by violence is heard in the shaping of solutions and interventions on their estates. 	<p>There was much talk about ‘listening to voices of young people’ while at the same time we were hearing that those voices we are hearing were not ‘legitimate nor representative’? Further, that ‘formal structures’, such as Youth Parliament, Scrutiny Panels, School Councils etc are not sites of engagement with young people, even though many young people embraced them and many young people, given the chance, engage with ‘Estate-based’ forums and similar. Young people on the calls were clear that those voices are as legitimate as any other and should not be overlooked, as to do so, is to deny them those voices. The de-legitimisation of young people’s voices was a common refrain across all the conversations. As this theme of connecting with young people to influence and inform decision-making and solutions are central to the OFOB model, alongside culture changes around practice and aspiration, being clear how this agenda – ‘<i>engagement and voice</i>’ – will be developed and rolled out across the three estates in scope to the project will be critical.</p>

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<p>Theme 2: Places, facilities and activities</p> <p>Outcome 2: Increase and introduce a range of activities and programme opportunities delivered through a place-based approach specifically on the three estates.</p>	<ul style="list-style-type: none"> • Objective 4: To ensure both physical and open space community based provisions are in place across all three estates, which are conducive to and support the range of support needs echoed by young people in meeting their social and community responsibilities. • Objective 5: Ensure provisions are available that offers a comprehensive universal and targeted youth programme in line with what young have said will make a difference in reducing risk of crime, offending and offer educational support. • Objective 6: Ensure the provision of targeted 1-2-1 tailored advice and support is available across all three estates in supporting residents on a range of issues that prevent them from thriving. 	<p>Help to reduce knife crime.</p> <p>Football/ basketball and other team sports in the area.</p> <p>Career advice and support to obtain employment opportunities, cv development or further education.</p> <p>People think the Pavilion is just for football, though it offers other courses within the building.</p> <p>There is no mixing between older and younger people.</p> <p>Mentoring and personal development programmes, especially where youth centres exist and where programmes are not solely based around sport.</p> <p>Access to sports and other training facilities, especially programmes that are not sport related but have employment and education as focus.</p>
<p>Theme 3: Skills and opportunities</p> <p>Outcome 3: Enhance and ensure the provision of skills and life-long learning opportunities are available across all three estates with an emphasis on intergenerational approaches.</p>	<ul style="list-style-type: none"> • Objective 7: To provide support to young people and families who are at the sharp end delivered through programmes that are trauma informed and family-based; • Objective 8: To ensure that support is provided which supports the learning and skills priorities identified, to include peer to 	<p>Job opportunities for young people/entrepreneurialism programmes.</p> <p>Parenting programmes and work in listening to the concerns of young people around employment, education, safety, mental health etc</p> <p>More diverse and wide ranging provisions that cater for both boys and girls, for the young people and the 'olders';</p>

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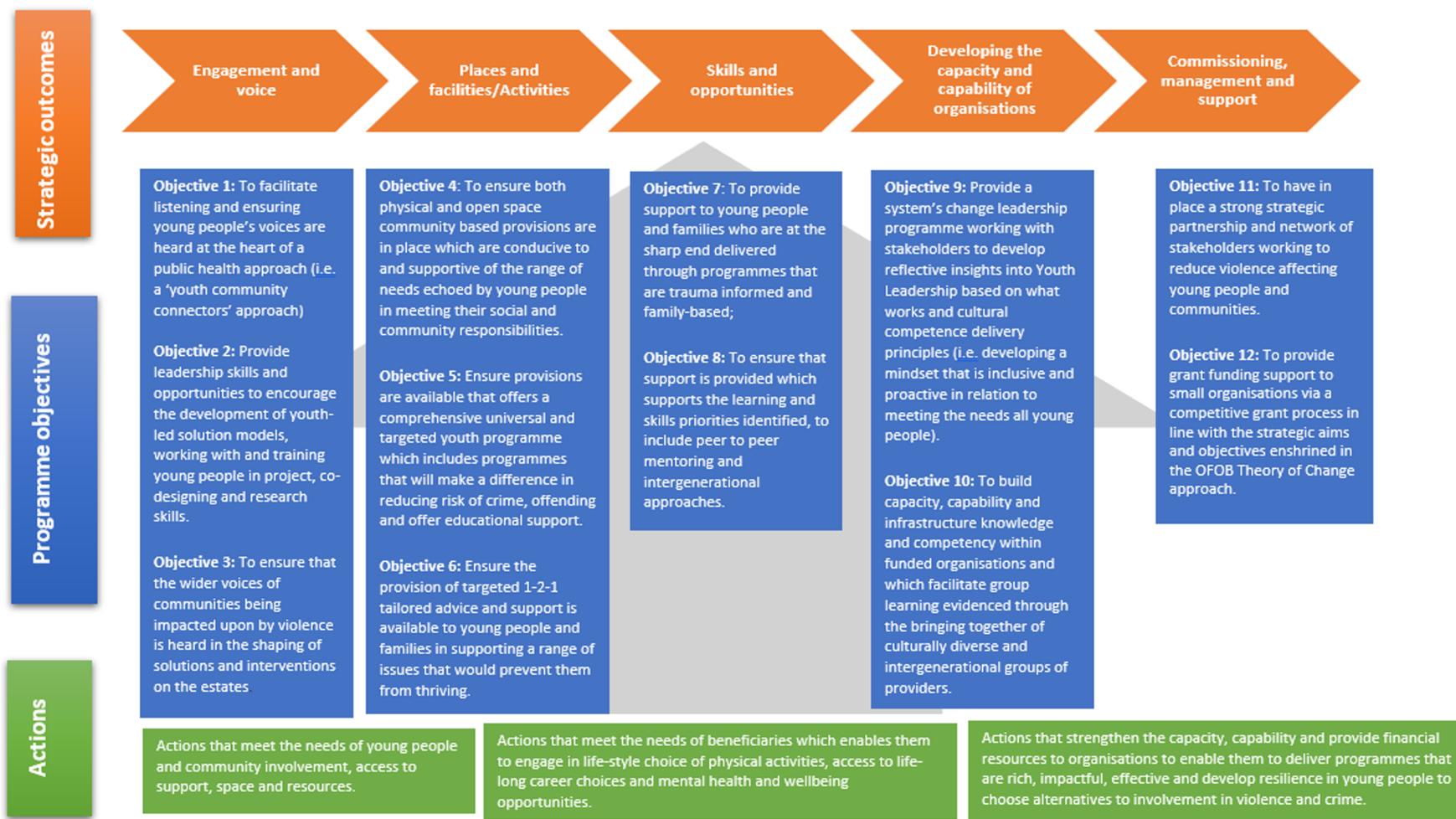
	<p>peer mentoring and intergenerational approaches.</p>	<p>Opportunities that are intergenerational and seek to engage the wider communities living on the estates, especially spaces that engages people with opportunities and allows for conversation that can't be had in school or at home: <i>"Communities still have a culture of violence (adults and children carry knives) and as such, we need to do some intergenerational work."</i> [Community conversation]</p>
<p>Theme 4: Developing the capacity and capability of organisations</p> <p>Outcome 4: Increase the capacity and capability of funded organisations in scope to the programme through leadership and cultural competency training and support.</p>	<ul style="list-style-type: none"> • Objective 9: Provide a system's change leadership programme working with stakeholders to develop reflective insights into Youth Leadership based on what works and cultural competence delivery principles (i.e. developing a mindset that is inclusive and proactive in relation to meeting the needs all young people). • Objective 10: To build capacity, capability and infrastructure knowledge and competency within funded organisations and which facilitate group learning evidenced through the bringing together of culturally diverse and intergenerational groups of providers. 	<p>More police on the estate, as they drive through and do not engage with the youth on the estate; the relationship isn't great.</p> <p>Personal development and engagement opportunities associated with decision-making, 'real employment and career' opportunities and parenting support and development;</p> <p>Improved and better police-community relations across all three estates: <i>"Estate wardens could be a bridge between police and community, facilitating movements of young people between the estates through football, residentials and community days."</i> [Community conversation]</p>

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<p>Theme 5: Commissioning, management and support</p> <p>Outcome 5: Strengthen the strategic partnership and networks working to reduce violence affecting young people including the establishment of a competitive grants programme.</p>	<ul style="list-style-type: none"> • Objective 11: To have in place a strong strategic partnership and network of stakeholders working to reduce violence affecting young people and communities. • Objective 12: To provide grant funding support to small organisations via a competitive grant process in line with the strategic aims and objectives enshrined in the OFOB Theory of Change approach. 	<p>More police on the estate, as they drive through and do not engage with the youth on the estate; the relationship isn't great.</p> <p>Access to funding and financial resources;</p> <p>Improved and better use of different communication outlets that promote what is taking place on the estates, especially where building amity is concerned: <i>"Important that community is aware of what is being said/done in the area; trust by the community is important for building rapport and build foundation."</i>[Council and statutory providers conversation]</p>
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Appendix 1: One Flow, One Brent Theory of Change (emergent model)

One Flow, One Brent Theory of Change (v2.0)



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