



COMMUNITY TRUST
At The Heart Of The Community



January 2019

CACT's Street Violence Ruins Lives strategy

Registered Charity Number
1096222

Introduction

Charlton Athletic Community Trust (CACT) has a proud history of delivering a wide range of programmes that support the aims of reducing youth violence in the local communities we serve. We have delivered a range of awareness-raising programmes including our partnership with the Rob Knox Foundation, and more targeted interventions including the Premier League Kicks programme and one-to-one mentoring with young people identified as at risk of being directly involved in youth violence.

The current escalation in the amount of young people experiencing the tragic consequences of serious youth violence has motivated CACT's leadership team to refresh our Street Violence Ruins Lives (SVRL) strategy.





Strategic context

Nationally in 2018 a 22% increase in offences with a bladed weapon was recorded. At a local level the Safer Greenwich Partnership 2017/18 Annual Review reported a 19.1% increase in Serious Youth Violence (SYV) from the previous year.

Our key partners have identified addressing youth violence as a key priority. This is demonstrated by the government in 2018 publishing their Serious Violence Strategy and the Mayor of London publishing his London Knife Crime Strategy with an additional £45 million of funding over the next three years, which is open to the third sector to innovate and deliver solutions. On his first day in office, the new leader of the Royal Borough of Greenwich announced that youth violence was his number one priority and created a new taskforce to establish solutions within the Borough.

We believe the Charlton brand linked to CACT's existing strong reputation and large number of weekly participants gives us a unique platform to reach young people in our communities who are at risk of getting drawn into youth violence.

We believe that it is strategically vital for CACT to maximise the impact of this platform and reach by:

- » **Expanding our good quality existing programmes into new geographical areas**
- » **Expanding the numbers of young people we can work with on our existing programmes**
- » **Delivering new types of programmes that support SVRL strategy**
- » **Strengthening existing and building new partnerships that deliver our SVRL strategy**



Our approach

CACT-wide strategy

The SVRL strategy reflects our commitment to working CACT-wide to address need following a public health approach.

We believe this approach harnesses the breadth of CACT's delivery models and existing skills. Responsibility for delivering the strategy sits with a steering group comprising key Directors and strand leads rather than with one strand lead. This ensures that when we are thinking of solutions and designing new programmes we are able to draw on all the organisation's knowledge and ensure that new programmes are fully integrated into our existing provision. This will maximise the impact we can achieve.

We have identified three distinct cohorts that we will tailor our programmes to work with:

» **Wider population:**

This population includes all young people that we work with. The delivery will be general awareness programmes around knife crime and youth violence. Examples could include sessions in school assemblies and at football courses.

» **Community:**

This includes delivery to a community that is identified as being more at risk of being drawn into youth violence. Examples include workshops at our youth hubs and targeted interventions at estates and hotspots identified with our partners.

Targeted Individuals:

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This is one-to-one work with individuals that have been identified as at serious risk or already drawn into youth violence. Examples include our targeted mentoring services, for which we have established referral routes in place.



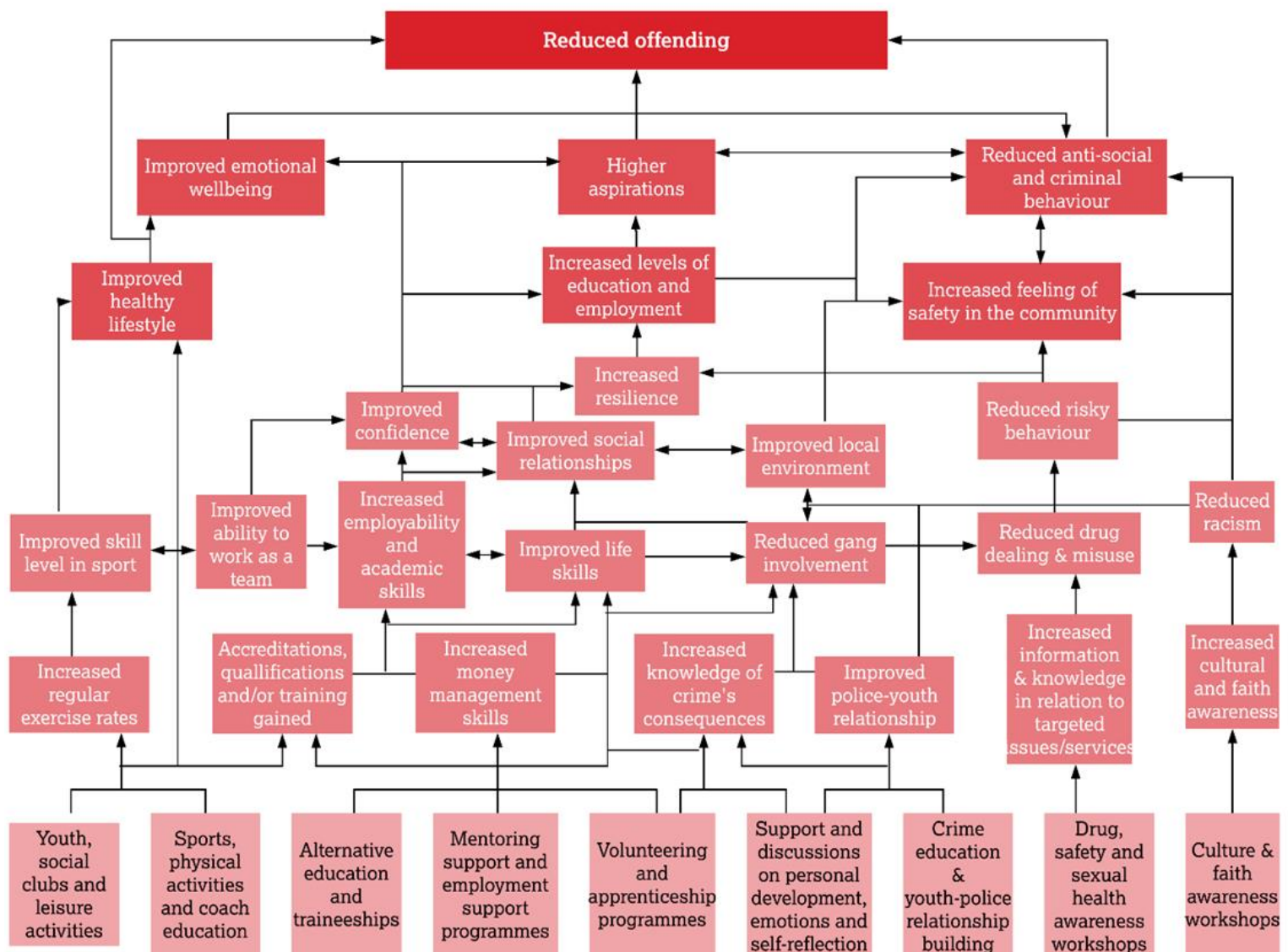
Theory of Change

We have created a Theory of Change for the SVRL strategy that creates a structure for programme delivery and identifies the key overarching outcomes we are aiming to achieve. This ensures that programmes will be designed to fulfil the outcomes identified.

The key overarching outcomes for participants we have identified are as follows:

- » **Higher aspirations**
- » **Improved emotional wellbeing**
- » **Reduced anti-social & criminal behaviour**

THEORY OF CHANGE





How we will deliver

a. Maximise the impact of existing projects

We have a large number of projects that reach a significant number of young people every week. As part of this strategy we commit to reviewing this existing delivery to maximise their impact against the aims of the SVRL.

b. Develop new projects

We will source funding to design and deliver new projects that address the aims of the SVRL strategy.

c. Evaluation and evidence-based approach

The steering group is committed to using an evidence-based approach when it is creating new models of delivery. We will focus on approaches that have a body of evidence to demonstrate they work. This will include us directly consulting young people about what works for them.

We have also identified resources from within our own Research & Development team to enable us to track the outcomes and impact of our delivery programmes to ensure that our work is fully monitored and evaluated. We will use this evidence to regularly review and adapt programmes to maximise their impact. We have again committed to including young people in the evaluation of our programmes.

d. The right staff

We recognise that it is vital to have the right staff with the right skills and training to be able to maximise the impact of these programmes. We are committed to continue recruiting staff with lived experience who have benefited from our programmes as we believe their experiences enrich our delivery and maximise our ability to engage with harder to reach individuals.

Training and support for all our staff is important and particularly when working with young people who have experienced the trauma associated with youth violence. This strategy requires us to identify the entry level training requirements and map the follow-up support and specialist training required to enable our staff to work safely and effectively in this area.

e. Partnerships

We are actively pursuing and building partnerships with other organisations that can support the delivery of our strategy. This will include specialist delivery partners and potential funding partners. We recognise that in some instances partners will be better equipped to deliver aspects of this strategy due to their specialist skills and experience.



Our Fundraising strategy

Our approach includes maximising the impact of all current projects that CACT delivers to support this strategy but we recognise that we will also require additional funding to expand existing and develop new types of projects. We aim to raise this money in the following ways:

» External funding bids:

We have already started applying for external funding to help implement the aims of the strategy. The main application so far is a bid to the Mayor's Young Londoners Fund which included the Royal Borough of Greenwich and Peabody as key partners, both of whom committed £30k of match funding to this bid. We are committed to exploring all potential external funding options.

» Sponsorship and commercial partners:

Our fundraising team will create a strategy to attract commercial funding. This will include offering opportunities to partners to sponsor individual workers and projects.

» Legacy funding:

We will apply to Trustees for a legacy fund to support the delivery of this strategy. If successful we will aim to match fund and/or pilot projects and use the evaluation evidence we collect to attract sustainable long-term funding.



Governance

7.1 SVRL steering group

We are looking to form a steering group who will support, guide and oversee the delivery of this strategy. We aim to attract key individuals who will bring a range of experience and expertise to the role. The group will create its own terms of reference and agree its meeting frequency. This steering group will receive progress reports against the action plan that the operational working group is delivering.

7.2 Operational working group

We have created an operational working group that will deliver this strategy. An action plan will be created that will identify the key tasks required to bring this strategy to life.

The operational group will meet bi-monthly and report progress into the SVRL steering group.

Membership:

- » **Chief Executive (Chair)**
- » **Director of Youth & Inclusion**
- » **Director of Education & Sport**
- » **Head of Youth Service**
- » **Youth Service Partnerships Manager**
- » **Head of Early Help & Prevention**
- » **Head of Health Improvement**
- » **Research & Development Manager**

OUTCOMES FRAMEWORK

Key aims

- » Higher aspirations
- » Improved emotional wellbeing
- » Reduced anti-social and criminal behaviour

The matrix below presents the outcomes, types of activities and programmes associated with the SVRL strategy and how they relate to each other. This can be used to support programme development, bid writing and identify potential cross-strand collaboration.

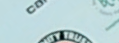
Street Violence Ruins Lives outcomes framework										
	Types of activity	Volunteering and apprenticeship programmes	Mentoring and employment support programmes	Alternative education and traineeships	Sports, physical activity and coach education	Support and discussions on personal development, emotions and self-reflection	Youth, social clubs and leisure activities	Culture and faith awareness workshops	Drug, safety and sexual health awareness workshops	Crime education & youth-police relationship building
Secondary Outcomes	Current programmes	Young Greenwich, National Citizen Service, Traineeships, Post 16 Academies	Young Greenwich, Traineeships, Early Intervention, Thanet Mentoring, Bexley Targeted, Primary Stars	Traineeships, Alternative Education, Post 16 Academies	Football & Sports Development, Walking Football, Young Greenwich, Bexley Targeted, Extra Time, Woolwich United, Upbeats, Ability Counts, Frame Football, CACT Invicta, Healthy Walks	National Citizen Service, Social Prescribing, Thanet Mentoring, Traineeships, Men's Health, Bexley Targeted, Alternative Education, Young Greenwich, Social Prescribing	Young Greenwich, Extra Time, Early Intervention, National Citizen Service	ED&I, Primary Matters, Greenwich Youth Service	Young Greenwich, Health Improvement	Greenwich Youth Service, Bexley Targeted
	Increased levels of education and employment	P	P	P	P	P	x	P	P	P
	Increased feeling of safety in the community	x	P	x	x	P	P	P	P	P

Secondary outcomes											
healthier lifestyles	x	P	x	P	P	P	P	x	P	x	P
Increased resilience	P	P	P	P	P	P	P	x	x	x	P
Improved confidence	P	P	P	P	P	P	P	P	x	x	P
Improved social relationships	P	P	P	P	P	P	P	P	P	x	P
Reduced risky behaviour	x	P	x	P	x	x	P	P	P	P	P
Improved skill level in sport	x	x	x	x	P	x	P	x	P	x	x
Improved ability to work as a team	P	x	x	x	P	P	P	x	P	x	x
Increased employability and academic skills	P	P	P	P	P	P	P	P	x	x	x
Improved life skills	P	P	P	P	P	P	P	P	P	x	x
Reduced gang involvement	x	P	x	P	x	x	x	P	P	P	P
Reduced drug dealing and misuse	x	P	x	P	x	x	x	P	P	x	P
Reduced racism	x	x	x	x	x	x	x	P	P	P	P

Secondary outcomes										
Increased regular exercise	x	x	x	P	x	P	x	P	x	x
Accreditations, qualifications and/or training gained	P	P	P	P	P	P	x	P	x	x
Increased money management skills	P	P	P	P	x	P	P	P	x	x
Increased knowledge of crime's consequences	x	P	x	P	x	P	P	P	P	P
Improved police-youth relationships	x	P	x	x	x	x	x	x	P	P
Increased information and knowledge in relation to targeted issues/services	x	P	x	x	x	x	P	P	P	P
Increased cultural and faith awareness	x	x	x	x	x	x	x	P	x	P



COMMUNITY TRUST
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South of England Foundation

Operating as

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Sparrows Lane, New Eltham,
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Company Limited by Guarantee Registration
Number 04654582 (England and Wales)

Charity Registration Number 1096222

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Principal Partner

