

About the Speakers

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Mobilising London VRU

Lessons and observations for all major projects

Introduction – who me?



Mission impossible.....



Public Health approach – a definition

This is the official definition.
Should we evolve this to give it a
London VRU specific definition?

A public health approach towards Violence:

- Uses data and **intelligence**
- Quantifies the burden at population-level and identifies inequalities and risks
- Identifies and focusses on defined populations, who may share certain risks
- Seeks **evidence of effectiveness** to tackle the problem
- Generates both **long-term and short-term** solutions
- Works **with and for communities**
- Is not constrained by organisational or professional boundaries, but seeks out **system-level solutions delivered through system leadership**

Mobilisation: Delivery Framework

To go live with a new and complex delivery organisation there are some fundamental functions that need to be put in place to mobilise as well as kick-off a number of key deliverables to show grip to key stakeholders and maintain the confidence of regulatory and compliance authorities.

The key questions that need to be answered are as follows:

- What will the organisation do and when do? (Strategy)
- How will it do it? (infrastructure)
- Who we will do it with? (Stakeholders)

To answer these questions the following work streams will need to be established. This list is not exhaustive but merely a trigger to scope the the scale and complexity of mobilisation of any programme.

Strategy

- Define goals, objectives and strategic outcomes for the business
- Set the strategy and priorities for the the short medium and long terms
- Establish the strategic measures including those set by funders, regulators, compliance authorities and key stakeholders.

Key deliverables:

1. Core strategic narrative and vision
2. Benefits and outcomes
3. Strategic requirements and delivery plan (level1)
4. Funding profile
5. Decision making model and board structure
6. Performance Framework (
7. Key assumptions & Design principles
8. Capital programme delivery strategy

Infrastructure

- To establish the core functions of the organisation to establish a stable platform for operations locally/ regionally/ internationally
- Translate the strategy, vision, mission and objectives in to an operationalisable unit that will evolve as the model evolves

Key deliverables included

1. Operating strategy and plan
2. Target Operating Model
3. Governance & assurance model
4. Workforce Strategy and plan including prioritised hires and JDs
5. Partnership and collaboration strategy
6. Back office services delivery plan i.e. finance, IT , estates, HR.
7. Digital Strategy
8. Analytics & Intelligence strategy
9. Commercial & procurement strategy

Stakeholders

To identify and manage all key stakeholders and develop an engagement and communications strategy that will identify and set out the individuals and organisations across the partnership, supply chain, communities and wider government that we will need to involve in developing and delivering the organisation to minimise disruption and bring people and organisations with us. Including co-design.

Key deliverables:

1. Stakeholder mapping, engagement priorities and plan
2. Strategic Comms strategy and Plan
3. Community involvement strategy and plan
4. Stakeholder and community events plan
5. Sector engagement strategy and plan
6. Public affairs strategy and plan
7. PR strategy & plan

Pyramid of purpose

Strategic Objectives

1. **Stabilise & reduce violence across London**
2. **Empower Londoners to stay safe, united and inclusive**
3. **Align attitudes & perceptions of Violence with 'reality'**

Strategic Outcomes

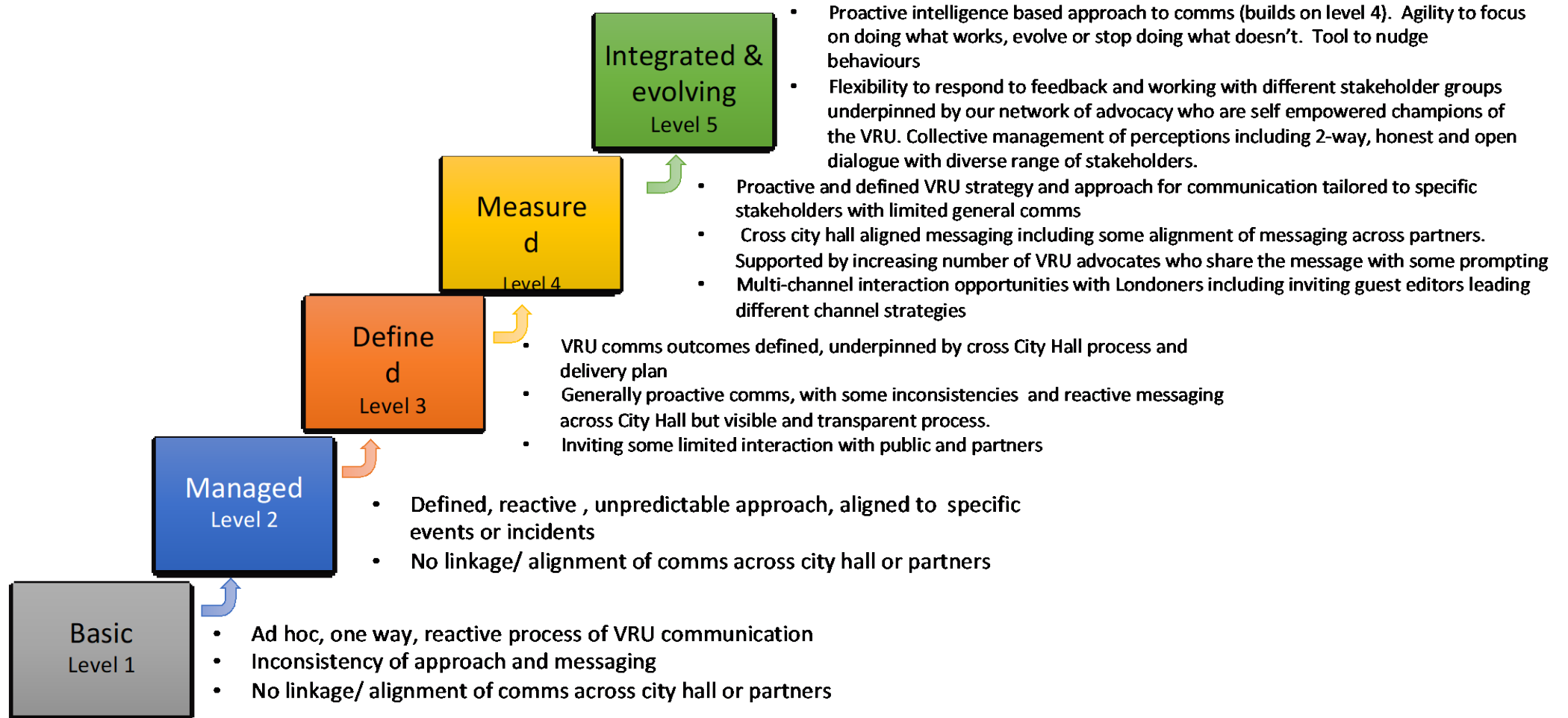
Children & young people: Reduce ACES and build resilience
Home and Families: Support & enable to nurture and protect
Communities: Enable and Empower to lead from within to build sustainable futures
Institutions: Responsible evidenced- based leadership; mutual accountability to invest in what works
City: Building a London that is safe, united and inclusive

Strategic Measures

VRU – Building on What have we heard so far?

- **Community at the heart of what we do.**
Community in its broadest sense – residents, families, businesses, institutions. Not just the loudest voices or the gatekeepers.
- **Community and youth involvement at all levels and at all stages.**
Decision-making and governance structures relating to the VRU include community and youth voice, consistently. Community engagement needs to be outreach based and integrated with local community partners.
- **This is not about reinventing services.**
we have strong community-based services and excellent practice in London – this is about system change.
- **Shared accountability.**
- **The VRU will be iterative** – we will learn as we go.
- **Take risks, do things differently.**
- **The approach needs to be ‘top down and bottom up’ .**
the leadership of the Mayor and others, combined with the change from within in communities and services.
- **It also needs to be ‘sideways along’.**
So that every single partner in London agrees that: reduction of violence will be embedded in their practice
 - in their own programmes of work
 - in how they work with others
 - in how they work with the public and communities

VRU Comms - Maturity Model



VRU – What does this look like in practice?

- We want to see violence in context, and Londoners' lives in that context.
- A public health approach means no more looking at violence as an isolated incident.
- Every intervention considers the opportunity for improving outcomes for children & young people, families & homes, peers & friends, neighbourhoods & communities, institutions & systems they interact in and London as a whole.

International & national influences

City & place

Institutions & systems

Communities & Neighbourhoods

Peers & Friends

Families & Home

Children &
Young people

Support &
enable to
nurture and
protect

Support young
people to be
the best they
can individually
and together

Enable and
Empower to
lead from
within to
build
sustainable
futures

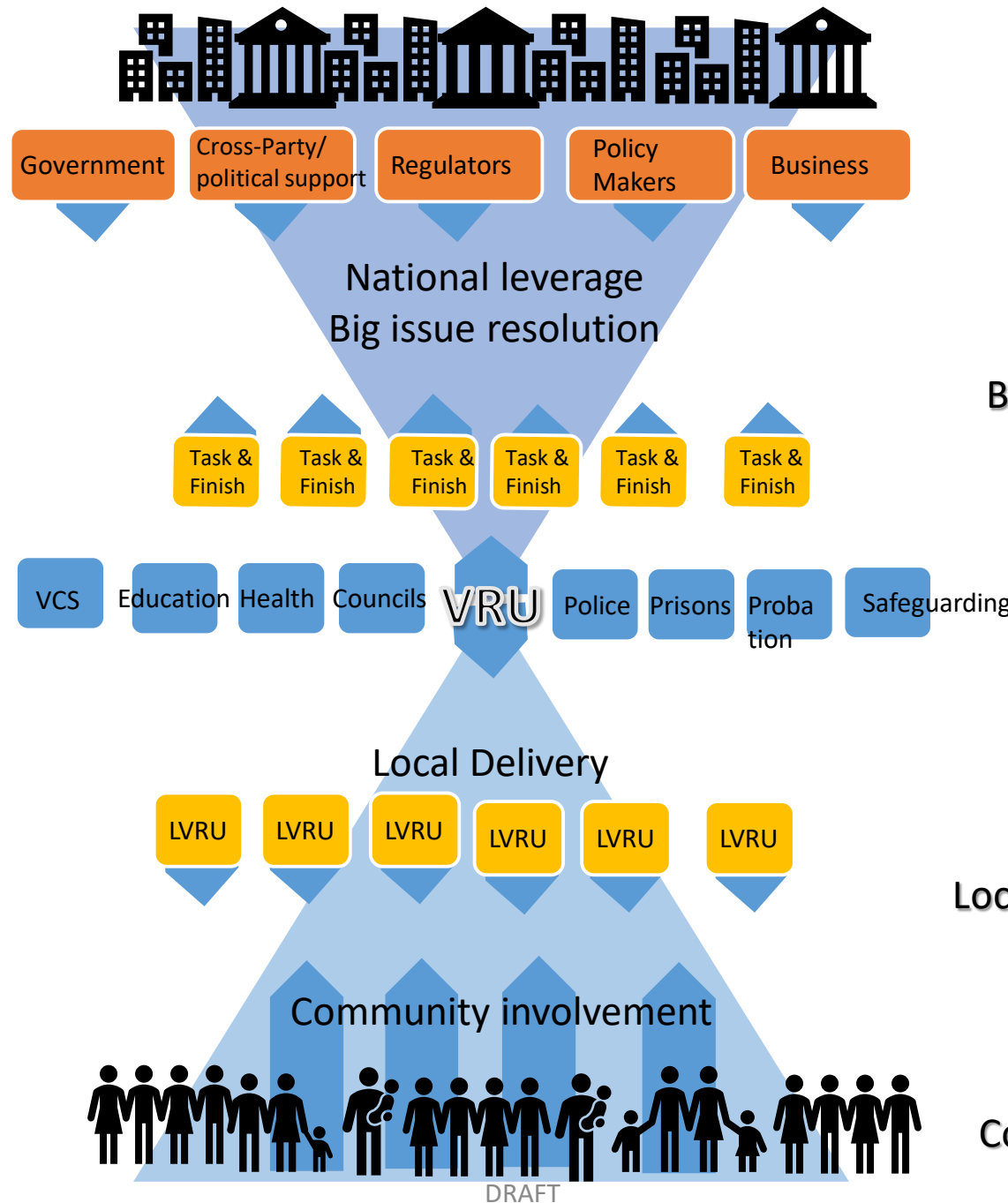
Responsible
evidenced-
based
leadership;
mutual
accountability
to invest in
what works

Building a
London that is
safe, united
and inclusive

Learn from and
share with the
global
community to
build on what
works and
improve
outcomes for all

Reduce ACES & Build resilience

DRAFT
VRU Delivery Model
UNDER DEVELOPMENT



National context e.g. funding

Broader issues e.g. School exclusions

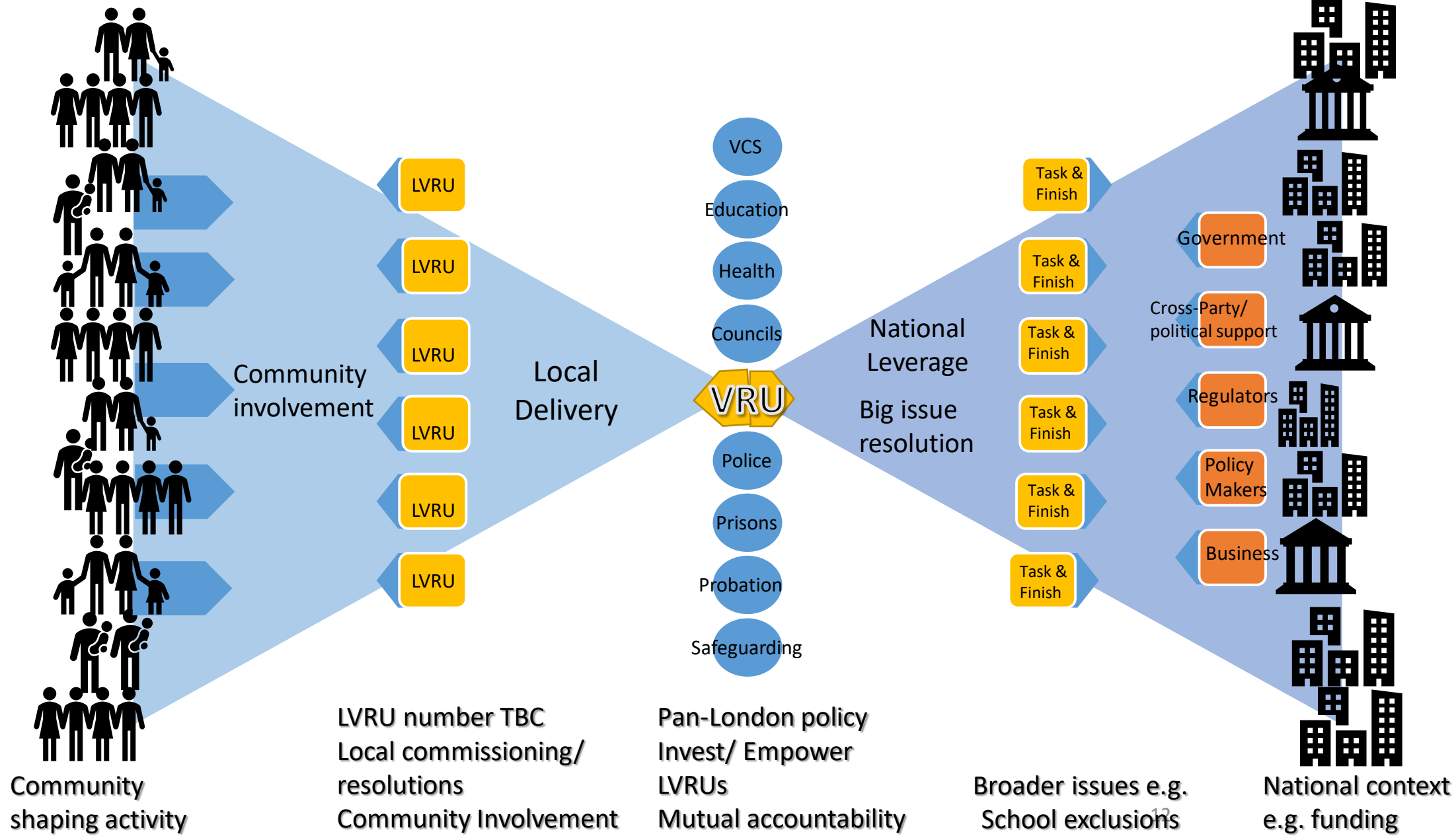
Pan-London policy
 Invest/ Empower the LVRUs
 Mutual accountability

Number - TBC
 Local commissioning / resolutions
 Community Involvement

Community shaping the activity

DRAFT VRU Delivery Model

UNDER DEVELOPMENT



Key learning

- Systems level change driven by system level leaders
 - Stakeholder involvement and co-design not stakeholders engagement
 - Don't forget the voice of the community & young people
 - Comms as a tragic tool to dative behaviors
 - Think differently – complex change is a process of iteration and evolution
 - Think together not work together!
-
- WHAT WILL YOU DO DIFFERENTLY TODOAY?

Thoughts?