Public Document Pack

Safer Stronger Communities Select Committee

Items Tabled at Meeting

Part 1

| | Pages |
|---|---|
| Local Police Service update | 1 - 8 |
| We anticipate that the police will provide a verbal update. | |
| Provision for the LGBT Community | 9 - 18 |
| | We anticipate that the police will provide a verbal update. |

Members of the public are welcome to attend committee meetings. However, occasionally, committees may have to consider some business in private. Copies of agendas, minutes and reports are available on request in Braille, in large print, on audio tape, on computer disk or in other languages.

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Strengthening Local Policing

Future

November 2016



A Plan to Deliver the Priorities

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The MPS ambition is to be the safest global city in the world

- Every Community Safer, through: accountable and visible policing at the most local level, a step-change in the effectiveness of our services and a focus on protecting the vulnerable
- A Safer London, through: tackling new and growing threats, freeing up 1,000 officers from existing services and better management of demand
- A Transformed, Modern and Efficient Met, that looks and feels more like London, with officers with the skills, tools and approach necessary to police London effectively,

TOTAL POLICING



METROPOLITAN POLICE Our strategic priorities emerging from the forthcoming Police and Crime plan

- Delivering "real" Neighbourhood Policing
- Protecting Children and Young
 People
- Violence against women and girls
- A criminal justice system for all Londoners
- Hate crime, Terrorism and Extremism

Reduce high volume low risk demand



Focus on high risk, low volume priority areas

The Strengthening Local Policing Programme responds to these strategic drivers

- We will deliver local policing in a way that is **more personal and responsive**. It will also tackle crime and disorder effectively and efficiently across London as a whole.
- We will deliver this change in a way that **engages**, **involves and motivates our officers and staff** and that prepares the way for future change across London.
- We will manage change in a way that empowers and devolves responsibility to our leaders - so that they own and drive the change and that will deliver benefits to London.

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Benefits – investment in priorities

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Neighbourhoods

- A minimum of 2 Dedicated Ward Officers (DWOs) and one PCSO per ward that will be 'ring fenced' from abstraction
- Additional DWOs to a total of over 1700 across London, allocated to higher demand wards through local consultation to address local priorities
- 281 Youth and Schools Officers rising to 600 working full-time in schools, PRUs and other educational institutions to prevent crime and protect young people – again allocated through local consultation
- Partnership and Prevention teams in every BCU (approximately 300 officers in total) providing specialist crime prevention/problem solving advice in line with 'Prevention First', owning strategic problems affecting the BCU as a whole and working jointly closely with partners
- All staff will be locally based, and work to deliver on local priorities developed via local consultation

Protecting Vulnerable People

- This will bring together local and previously centrally managed services that have been dealing with child abuse, rape and domestic violence in one place
- Bringing these resources together will enable us to provide a more joined up, victim-focused service, by delivering larger, more resilient multi skilled teams
- A 'single front door' bringing together MASH and CAIT referral arrangements will offer more efficient referrals, support, information sharing and effective partnership engagement
- Strengthened local accountability in delivering our joint safeguarding responsibilities
- Create a new, response functions to get the specialist skills straight to the scene of more serious crimes. Delivering immediate investigator – victim contact and reassurance at the earliest stage.
- Increased staffing an additional 400 officers across London





Benefits – greater efficiency

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Response teams

- These teams will respond to emergency calls and deal with ongoing incidents. They provide a taskable resource in response to crime trends, public order aid and force mobilization.
- More efficient management will improve cross border deployments (currently only 1%) and improve call allocation to ensure the nearest unit attends the call (currently only occurring in 22% of calls)
- Investigating PIP Level 1 crime to offer immediate victim investigator contact to improve victim care and ownership of investigations
- Reduced 'handover' of investigations improves efficiencies and prevents re working of enquiries already completed during an investigation.
- Management of their own prisoners will ensure effective evidence capture at the scene and more efficient processing
- Efficiency savings and demand reduction will allow reallocation of staff by 2020 to focus on risk and vulnerability.

Local Investigations

- Teams of investigators will respond directly to the more serious and complex PIP Level 2 crimes, offering immediate victim – investigator contact.
- They will also deliver a proactive response to crime, disorder and offending, utilising traditional uniformed tasking teams alongside proactive units dealing with local priorities
- A new approach to tasking & co-ordination will mean that the BCU has increased visibility of and access to specialist teams
- Pathfinders will test more joined up response to organised crime at the local level

Leadership

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One BCU Commander – Chief Superintendent

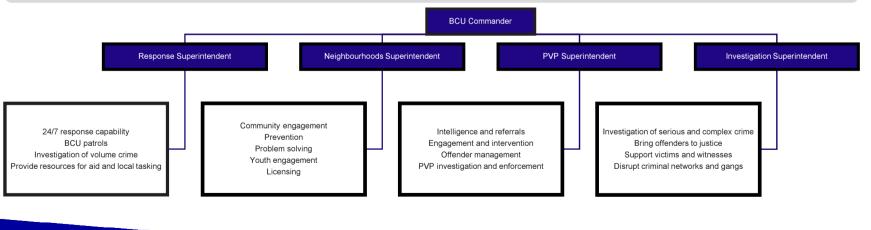
Single point of contact and responsibility for the BCU
Reduced number of BCU Commanders who are more empowered and influential across the MPS
Maintain key relationships with Leaders and Chief Executives
Enables removal of one 'chief officer' rank

Four Superintendents responsible for functional service delivery across the BCU

- ·Improved 'specialism' within each function
- •Ensure officers are responsible for similar demands and resources across the MPS
- •Ensure senior officers are suitably trained and equipped for the portfolio they oversee
- •Allows a 'delayered' management structure removal of one rank within the BCU giving streamlined decision making by empowered staff at the right level and reducing management costs

Borough Commanders at Superintendent level

•Each borough will have one of the superintendents accountable for overall service delivery in the borough and providing a single point of contact for local stakeholders



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Pathfinder sites

Governance

Pathfinder sites overseen through joint governance approach with local authorities

- >'Oversight Boards' co-chaired with local authority
- ≻'Local Implementation Boards' chaired by BCU Commander
- To deliver joint and transparent overview of
- ➢Partnership and engagement processes
- Service impact at both BCU and individual borough levels
- Development of local priorities and performance monitoring, particularly with regard to vulnerability and youth services

Impact on local relationships and ability of MPS to respond to local issues

Success Factors

Critical success factors for the Pathfinders include:

•Does the BCU model supports partnership through effective engagement and joint working?

•Does it position the MPS to deliver the requirements of the Policing and Crime Plan?

•Abstractions of DWOs and Youth officers will be monitored and reported on a monthly basis

•Delivery of improved outcomes for protecting vulnerable people

•Effective relationships with stakeholders will have been established and working

•Emergency response, crime levels, ASB and investigative/criminal justice performance will be maintained at both BCU and Borough level against corporate standards – reported monthly

•Success criteria will be finalised in conjunction with the Oversight Boards



NEW COTLAND YARD

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How many commands for London?

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Demand and resources vary across boroughs resulting in inconsistency and inefficiency

➢Resource: 282 officers in Kingston but 1185 in Westminster

➢Crime: 48,000 PIP level 1 crimes in Westminster but only 9,900 in Kingston

Emergency response: 21,000 'l' grade calls in Lambeth but only 6,800 in Richmond

➢Domestic abuse: 3600 crimes at Croydon to 900 at Kensington and Chelsea

➢Command: Borough Commander at Richmond commands 24% of the staff of Westminster

➢Command team vary from 3 − 8 officers spread between 3 ranks C/Supt, Supt to C/Insp

Considerations; •Commands to be of similar size and demand to offer standardisation and consistency – and a more even workload/level of risk for officers of the same rank •Borough boundaries retained for Local Authority engagement •Build team size around demand and apply consistent and more effective supervision ratios across London

We have considered options between 11 and 16 BCUs

>We have considered options in a range from 11 to 16 BCUs. Fewer than 11 means too broad a management ratio (greater than 1:10 superintendents to inspectors)

>More than 16 means that there is too much variation in size/demand (largest is 3x smallest)

>Teams (eg in emergency response) need to operate at sufficient size and scale to generate flexibility and realise efficiencies

>smaller commands make PVP teams with right level of specialism unsustainable (eg CAIT teams below 32 officers are not viable)

Leadership structures need to be organised 'functionally' to get benefits from consistency and professionalism – more BCUs makes it increasingly inefficient (eg reducing PCs in favour of management and preventing consistent functional leadership across London)

This led to a preference for a 12 BCU model as the best scale to realise the operational and organisational benefits

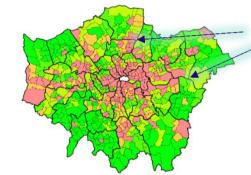
What factors affect configuration of BCUs?

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1. Existing relationships



Key considerations: eg •Wandsworth and Richmond Local Authority •Kingston (with its existing links to Richmond)



Notable physical boundaries, eg •Lea Valley corridor •River crossing particularly East London

Major transport routes

3. Operational factors

There are some notable cross-borough crime patterns, eg

- Enfield and Haringey
- · Camden and Islington -
- Lambeth and Southwark

Total Notifiable Offences 2016



4. Build of options in manageable and achievable configurations

2. Infrastructure that influences deployment

Key considerations: •Central London – should Westminster be with Hammersmith & Fulham and Kensington & Chelsea? •Optimum scale and configuration of BCUs in South and East London •Viability of any single borough command.



Item tabled by Cllr James-J Walsh at the Safer Stronger Select Committee 17th January 2017 for item 7 "LGBT Provision in Lewisham"

To recommend to Mayor & Cabinet the following:

Recommendation x: Establish a clear Lewisham LGBT evidence-base of need

Local Government, like the rest of the public sector, is under enormous pressure to cut costs and achieve efficiencies. Applying effective monitoring which benefits both workforce and service users makes good business sense. Organisations who do this benefit internally by reducing staff turnover, cutting recruitment costs and reducing sickness absence; externally, by understanding local population needs and targeting services more effectively.

To be cognisant of recent research undertaken by NatCen and published by Unison, on the affects of austerity on LGBT people when considering equality impact assessments both of individual decisions and cumulatively.

Research: <u>https://www.unison.org.uk/content/uploads/2016/11/NatCen-research-report_Implications-of-reductions-to-public-spending-on-LGB-and-T-people-and-services_Nov_2016.pdf</u>

Recommendation x: Work with partners to Amend the Lewisham JSNA for LGBT People

Given the significantly lacking detail contained within Lewisham's Joint Needs Assessment, and the basis of this framework as a 'key resource' for Commissioner's and the services they procure for communities, that urgent remedial work be under undertaken to establishing a clear LGBT evidence-base of need for the Borough. This should be benchmarked where appropriate, and possible, against neighbouring boroughs and/or England/UK metrics.

Mayor & Cabinet is invited to use the following resources to aid their development of a comprehensive evidence base and resultant LGBT JSNA report:

Developing a LGBT Joint Needs Assessment http://lgbt.foundation/downloads/55

Better Practice Example: Salford City Councils LGBT JSNA https://www.salford.gov.uk/media/388074/lgbt_needs_assessment.pdf

LGBT Evidence Exchange resources http://lgbt.foundation/evidence-exchange/

Recommendation x: Improving LGBT People's Health & Wellbeing Outcomes

That with regard to LGBT People's Health & Wellbeing outcomes, that the Council, reviews and embeds the nationally endorsed PHE frameworks outlined below for areas of Health & Wellbeing within its control.

Secondly, The Mayor should direct Officers to raise, and progress, with local Commissioners, Healthwatch, CCG partners and other stakeholders, their adoption of these Public Health England recognised frameworks. To specifically work to ensure we and our partners understand the often overlooked needs of LBT Women, from primary care and public health provision, and ensure this is included in the JSNA - see 'Beyond Babies and Breast Cancer' research.

LGBT Public Health Outcomes Framework

http://lgbt.foundation/assets/ files/documents/jul 16/FENT 1469789610 PHOF LGB&T Companion_2016_FINA.pdf

Supporting documents

- Case Studies
- **Resource Directory**
- Minorities within Minorities the evidence base relating to minority groups within the LGB&T community

The Adult Social Care Outcomes Framework

http://lgbt.foundation/downloads/365

Stonewall research in the treat of LGBT people in Health & Social Care http://www.stonewall.org.uk/sites/default/files/unhealthy_attitudes.pdf

Beyond Babies & Breast Cancer - Research into LBT Women's needs http://lgbt.foundation/downloads/274

Recommendation X: Establishment of a dashboard of key metrics for the LGBT Community

Establish and maintain, in consultation and in partnership with the LGBT+ Community and key stakeholders, a range of key performance indicators that monitor the Lewisham LGBT Community, the provision and needs across the borough, in order to identify co-created, and then co-delivered, action plans between the Local Authority, statutory providers and wider civil society.

Recommendation X: Improve our understanding, and the working environment, of Lewisham Council's LGBT Workforce.

To note that 1.86% of the workforce being LGBT is almost 50% under the prevalence of LGBT people found by the Lewisham Households survey. To accept that the Lewisham Household Survey significantly under-reports the amount of LGBT people living in the Borough, which further highlights the negative variance in this metric.

That based on feedback from the Staff LGBT Forum, a new staff EDI Form be devised based on established government/civil service best practice, and consulted with staff representative groups and SSSC prior to roll out.

All new staff should have in their induction the requirement to complete an EDI form, and also as part of the wider staff induction programme, an invite to all new starters to participate in any staff group that the colleague self-defines.

To embed a check, as part of the annual appraisal or similar, on whether a workforce EDI form has been completed and returned by a Council colleague, even if that colleague chooses to record their response as 'prefer not to say'. This is in order to gain clarity as to whether it is a poor internal process, or colleagues feeling uncomfortable identifying themselves as having certain characteristics in their work environment. To adopt an aim to reduce the percentage of 'Unknowns' to less than 15%, within 12 months of the new form rolling out.

Based on feedback from the Staff Forum, 'Heads of Service' and 'Executive Directors' should see the LGBT staff forum *as one* of the resources for organisational/customer improvement alongside its employee feedback mechanism. This feedback could be piloted with the Directorate of CYP as highlighted in the report.

Human Resources and Line Managers should promote the 'Respecting Diversity: Sexual Orientation' online resources already in the Council, monitoring the amount of colleagues by division who have completed this training, and work with managers to set targets on uptake.

Recommend X: To invest in an appropriate casework system that allows 'robust' monitoring of sexual orientation and gender identity

Recommendation X: To monitor EDI characteristics of all homeless people who present to directly provided or commissioned Lewisham services.

Recognise the significant over representation of LGBT people (up to 1 in 4), and people from other minority groups, amongst homelessness populations across the U.K., to direct the Head of Services, so as to better inform service planning and development in the borough.

To develop and embed referral mechanisms to LGBT Homelessness organisations (ie Stonewall Housing and The Albert Kennedy Trust).

Recommendation x: Improve the standards of care LGBT People in Health settings as part of the continuous improvement cycle

The Mayor should direct Officers to initiate conversations with Lewisham's key health partners to assess their current understanding as to the 'perceptions and experiences' of Lewisham LGBT people accessing primary care services (incl GP Practices, Sexual Health Services, Dentists, Pharmacies etc) and assess if there is any workforce development needs for this community.

Further, when reviewing services, Officers should review the learnings and better practice found in the Royal College of GP's endorsed 'Pride in Practice' framework.

Recommendation x: tackle alcohol and substance misuse in the LGBT community

LGB People are more likely than their heterosexual peers to partake in alcohol and substance misuse. To begin to tackle this issue, for the council to adopt and embed the

recommendations outlined in the National LGB Drug and Alcohol Database "Part of the Picture" Briefing Sheet for Commissioners and Policy Makers

Resource:

Briefing Sheet for Commissioners And Policy Makers <u>http://lgbt.foundation/downloads/305</u> Full Research <u>http://lgbt.foundation/downloads/123</u> Part if the Picture Resource Hub <u>http://lgbt.foundation/policy-research/part-of-the-picture/</u>

Recommendation X: Develop understanding of Lewisham's Older LGBT People's needs

To signpost to care-providers, and if appropriate facilitate dialogue between, LGBT Older Persons Groups that exist in the Borough, as well as those outside i.e. 'Opening Doors London'.

To disseminate the free 'Older LGBT Persons checklist' to all appropriate internal and external social care providers/partners including but not limited to: Medacs, Care Outlook,Westminster Homecare and Eleanor Health Care **Resource:** <u>http://openingdoorslondon.org.uk/wp-content/uploads/2014/04/older_lgbt_checklist_for_adult_social_care.pdf</u>

Recommendation x: Supporting LGBT Children & Young People's needs

To celebrate the fact Lewisham acknowledges the need for, and takes a two pronged approached to, LGBT Youth Provision, by offering bespoke LGBT Youth Services in Borough, as well as creating an inclusive environment amongst other Youth Provision.

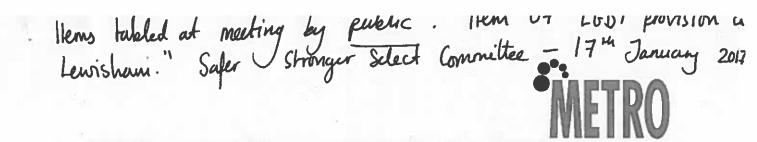
To increase awareness of the bespoke LGBT youth provision in borough, by requesting other commissioned youth work providers, and schools, communicate the service that is offered, and to track who has.

To better understand the distances Young People are travelling to access the LGBT Youth group to identify if trans-borough travel is a hidden barrier.

To work with LGBT young people and commissioned providers to evidence if generic provision is meeting their needs as LGBT Younger People.

Recommendation X: Appoint an LGBT Community Champion for LB of Lewisham

To appoint an LGBT Community champion that can aid communication between stakeholders, facilitate improvements and work to remove barriers and inequality found across the borough.



January 2017

METRO Response to LBL Key lines of enquiry for LGBT Provisions

LGBT constituent needs assessment

METRO carries out a biannual Needs Assessment of current and potential service users. This is currently accessible via this link

Every 2 years we survey existing and potential service users to find out what people think of our current services and to help shape future services. Anyone can complete the Needs Assessment, which is accessible <u>here</u>

We keep responses anonymous. All the information given is held in confidence and in accordance with the Data Protection Act. Any findings from the survey will be reported in the aggregate.

When the survey is due for analysis, we will be able to breakdown:

- Number consulted, by other intersectionalities (race age gender etc).
- Type of METRO service accessed and experience of the service
- Service user needs and aspirations, including any unmet/emerging needs/services

National Youth Chances – METRO undertook a five-year research programme, examining the needs and experiences of LGBTQ young people nationally, with over 70000 young people completing the survey. More information <u>here</u>

Health

Sexual Health Services

Out of borough access to GUM/STI services by MSM/WSW number

METRO provide a community sexual health testing service, condoms and lube, sexual health and behaviour advice, emotional support, and internal and external onward referral and signposting, from our West Greenwich office.

Numbers: In the last two years, 184 MSM have accessed this service who are Lewisham residents. This service is not currently funding by Lewisham Council.

Infection rate for HIV+ and other STI's for MSM: This data is collected - we can provide this subsequently if needed, as it would take time to review.

Number of people living with HIV in Lewisham: METRO hold the contract for Positive People's Network, bringing together people living with HIV from across Lambeth, Southwark and Lewisham, and includes a wealth of groups and services. Assessments take place at our Vauxhall office. Service users are offered group support, one to one support, referral and signposting to METRO and other services, including AAF, METRO PPC, mentoring and Catholics for AIDS Prevention and Support.

Over the last two years, 9 gay and bisexual men in Lewisham have accessed this service

Embrace Difference

Mental Health Services

METRO deliver a number of mental health services to Lewisham LGBT residents. METRO's Mental Health Services provide a weekly drop in with crisis one to one support, advocacy, group work and counselling services for over 25's and a youth counselling service, and trans youth services (working with young people and their families).

Over the past two years, 104 Lewisham LGBT residents have accessed our drop-in, crisis support and advocacy. Additionally, 22 Lewisham LGBT residents people per year access our over 25's counselling.

Data on the numbers of young people accessing our youth counselling services area aggregated with other boroughs and exact figures would take some time to identify.

Community Development & Support

LGBT Services in borough

METRO hold a number of groups for LGBT residents in Lewisham.

- Over 50's Group
- LGBTQ Youth Group
- Positive Peoples Network
- Mental Health Drop in

There are, additionally a range of other services, which Lewisham residents can access (see appendix 1.)

METRO has been involved in supporting the development of an LGBT Forum in Lewisham for residents to come together, and plan activity and act as a space for discussion and consultation on issues, which are important to the community. The forum also provides a space for services to come and talk to LGBT residents about their needs and concerns and how services can be improved. There are currently over 100 people who want to be kept informed about the forum and LGBT activity in the borough - in addition to the vast range of contacts, which are inherited from other colleagues in the borough.

Measures for Civic Engagement

Volunteers: METRO have over 75 volunteers who fulfil a number of roles, from counselling, group work, clinic support, advocacy and HIV mentoring. Of these, there are approximately 15 across the charity who are Lewisham residents.

Our support with setting up the LGBT forum has further engaged approximately 20 residents who are regular attendees and engaged in the work of the forum.

METRO has a regular annual presence at Lewisham People's Day, Lewisham Police engagement events, Lewisham Libraries pop up events for LGBT History Month and International Day Against Homophobia, Biphobia and Transphobia.

Crime & Justice

Hate Crime

METRO's hate crime service has worked directly with 10 LGBT hate crime victims annually, providing emotional support, safety-planning, support with reporting to police and other statutory services, advocacy with housing and service access. Key issues presented by those we have worked with

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include intersections of LGBT identity with mental health problems, social isolation and housing problems.

Domestic Violence

METRO have capacity to work with LGBT DV victims in Lewisham, but referrals are very low. Over the past two years, we have worked with only 2 DV victims. However, Lewisham Police tell us that there were 50 LGBT-flagged DV incidents in the borough between January and November 2016.

Youth Provision

METRO deliver LGBTQ youth provision across 8 south London boroughs. In Lewisham, our youth group has an attendance of approximately 10 young people per weekly session, with approximately 19 individual young people accessing the group each quarter of between 10 and 12 sessions.

Our Lewisham group have been involved in an engagement programme with the Albany Theatre in Deptford, to plan a Christmas party with a budget of £400. After a lot of hard work and five planning meetings later, the event was born, complete with a catwalk displaying guests' best Christmas clothes. Categories included, Christmas Jumper; Christmas Hat; Most Original Outfit; and Best in Show, with a £50 cash prize for the big winner.

Older LGBT Provision

METRO runs a monthly social group for over 50's LGBT residents across south east London. Currently the group has approximately 5 Lewisham residents who attend.

Education/Schools

METRO have delivered a number of sessions in schools in 2016:

Abbey Manor College staff training 22nd January – 25 participants

Lewisham Youth service staff training 28th January 2016 – 18 participants

Lewisham Young Mayor's Group – young people workshop 25th January – 15 young people

METRO have recently secured funding to deliver a three year programme of HBT Bullying work in Schools across South East London, working with both young people and staff with a range of initiatives for schools to choose from.

Homelessness

METRO work with both over and under 25's around housing issues, across a range of provision, from HIV Support, youth services, mental health services and hate crime and DV services, where housing is a crucial issue. Gathering data is a challenge, however, half of our mental health service users and hate crime service users have some kind of housing issue which is impacting on their wellbeing.

Appendix 1.

| METRO | Service available | Target client group |
|------------------|--|---|
| Domain | | |
| Community | LGBT Hate Crime and Domestic Abuse service | LGBT people in Lewisham affected by hate crime and domestic abuse. Access to specialist LGBT Independent Domestic Violence Advocate (IDVA) |
| | Lewisham LGBT Forum | LGBT people, friends and allies who want to collaborate on LGBT inclusion in the borough. |
| | Lewisham LGBT Volunteering | LGBT people who want to get involved in activities and project |
| | Over 50's Group | LGBT social and support group for residents in Lewisham and Greenwich who are over 50. The group aims to reduce social isolation. |
| | METRO Walnut | Monthly LGBT social and support group for people who are affected by prostate cancer. |
| | METRO Social | METRO social offers LGBT people in Lewisham a range of free and low cost social events which bring people together in non-commercial settings, to build a wider sense of a METRO community, reduce social isolation and promote active citizenship. |
| HIV | Latino Sugearo Project Now – offered to Polish and Romanian speakers | New project targeting Latino men who have sex with men from south America who have come to London and are negative. Project trains Latino volunteers to work with community members, build resilience and reduce instances of HIV transmission |
| | METRO First Point | Available across south London, this service provides residents in Lewisham who are both newly diagnosed, or have been living with a diagnosis for some time, a space to go where they can get advocacy, support, referral and social group. |
| | METRO Positive peoples Network | For newly diagnosed people who want to link in with others to get support. |
| | METRO Pitstop Plus | Community HIV and sexual health screening, home testing kits, condoms and lube postal service. Not currently funded by Lewisham, but accessed by Lewisham residents. |
| Mental Health | Chat | Youth Alcohol Counselling Service for LGBTQI young people in Lewisham, Greenwich and across south east London |
| | Mental Health Advocacy and Trans Youth Advocacy | Service for those needing advocacy and referral for services and support. Includes families work |
| | Over 25's Counselling | Counselling service for over 25's who identify as LGBT. Clients can have short term (6 weeks) or longer term |

| | | (12 weeks). This can be negotiated as part of clinical intervention. |
|-------|-----------------------|---|
| | Mental Health Drop In | For LGBT people in Lewisham with mental health problems. Weekly social and support group, activities, crisis one to one, advocacy and support |
| Youth | Lewisham Live | LGBTQI youth group for young people under 25 living in the borough of Lewisham. The project also delivers |
| ¢ | Shine | LGBTQI youth group for young people under 16 living in Lewisham. This group offers younger young people a safe space to take part in group activity |

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