

ROYAL BOROUGH OF GREENWICH SERIOUS VIOLENCE STRATEGY



Our Vision

Improving the quality of life and health of our residents.



OUR GREENWICH

Our People

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FOREWORD

Mission five of the Council's 'Our Greenwich' Plan is that "Everyone in Greenwich is safer, and feels safer" by 2026.

This is an objective that is shared by the Metropolitan Police and all the other partners in the Safer Greenwich Partnership. It is one of the things residents and workers in Greenwich told us they want and which we are committed to deliver – including by reducing and preventing serious violence.

The safety and wellbeing of our community in Greenwich has always been a key priority for the Council, the police and all the partner services that make up the Safer Greenwich Partnership. We are committed to making the borough safer for all, so that everyone can feel confident living, working or studying in a secure and inclusive environment. We understand that community concerns about all kinds of violence remain high and that feeling and being safe is essential to everyone's quality of life. Violence has devastating consequences, traumatising victims, their families and the community. The experience or fear of violence can lead to people changing how they live, limiting what they do and undermining their confidence in where they live.

The reality is that overall, most forms of serious violence have increased in the last two years. The reasons for this are varied, including the impact of the COVID-19 pandemic on domestic abuse survivors, improved reporting mechanisms and empowering communities to contact local services – which increases the proportion of violent incidents that are reported and recorded in data. However, there are areas such as town centres and transport hubs where crime remains a regular occurrence. The ramifications of some violent crimes increase the overall fear of crime in communities.

We do not want anyone in Greenwich to experience or live in fear of violence and reducing and preventing it is a key priority for the Safer Greenwich Partnership. This is not a new focus – we have set ourselves ambitions to tackle various forms of violence for many years and this strategy describes multiple initiatives that are well established in the borough to tackle and prevent violence in many forms – for example domestic abuse, gang violence, sexual offences and violence between young people.

However, there is more to do and so we are pleased to launch this strategy that commits all the key members

of the Safer Greenwich Partnership (the Council, Metropolitan Police, National Probation Service, NHS South-East integrated Care Board and London Fire and Rescue Service plus other invited partners) to work together. Greater engagement with communities is also a key aspect of our approach, to increase trust and confidence in the effectiveness of what we are doing. We will tackle serious violence as a public health issue, aiming to reduce both its impact and the number of people affected by it.

To achieve long-term, sustainable outcomes we aim to improve the quality of our data sharing policies and procedures, build on a comprehensive analysis of the local picture including risk factors, any gaps in current service delivery and the opportunities to improve collaboration and co-production with the community where possible and to work more proactively and effectively together when addressing issues that arise.

This will not be a short-term piece of work. We are committed to sustaining our focus on reducing and preventing violence to achieve lasting results for the benefit of everyone in the Greenwich community.

Our thanks go to everyone who has contributed to the data assessment and to the strategy, including everyone in the community who have shared their concerns and helped to form our priorities for action. We want to continue to listen to our community and will work with you to tailor our work to meet local needs. We will review and refresh this strategy annually to track progress and make sure we respond quickly to any changes in risks or patterns of violence.



Cllr Ann-Marie Cousins
Cabinet Member
for Community Safety
and Enforcement.



Trevor Lawry
Metropolitan Police
Borough Commander

1. SERIOUS VIOLENCE



This strategy document has been produced as part of the requirements of the Serious Violence Duty, introduced by the Police Crime Sentencing and Courts Act 2022.

The Duty places several requirements upon local areas, including agreeing a local partnership arrangement to lead on the duty, agreeing a definition of serious violence, having consistent data sharing, analytical processes to produce a Strategic Needs Assessment, and production of a strategy to set out how the duty will be implemented locally.

The Duty requires specified authorities to work together to prevent and reduce serious violence, including identifying the kinds of serious violence that occur in the area, the causes of that violence, and to prepare and implement a strategy for preventing and reducing serious violence.

The responsible authorities (also known as 'duty holders') in the Serious Violence Duty will be:

- the police
- fire and rescue authorities
- justice organisations (youth offending teams and probation services)
- health bodies (Integrated Care Boards)
- local authorities

Educational institutions, prisons and youth custodial institutions will be under a separate duty to co-operate with duty holders, but they are not duty holders.

This strategy takes account of guidance issued by the government, as well as London guidance, developed by the London Violence Reduction Unit, in collaboration with London Councils, the Mayor's Office for Policing and Crime, the Metropolitan Police, NHS London and Probation Service.

The strategy sets out the agreed definition of serious violence for the borough, summarises the key aspects of the Serious Violence Strategic Needs Assessment, the partnership arrangements that have been agreed locally to lead on delivery of the duty, the areas of activity to prevent and reduce serious violence, and activity to engage with voluntary sector organisations, communities - including young people, as well as businesses.

2. DEFINITION OF SERIOUS VIOLENCE



The Police Crime Sentencing and Courts Act 2022 provides that, for the purposes of the SVD, serious violence includes domestic abuse, sexual offences, violence against property and threats of violence, but does not include terrorism.

Government guidance is that a borough-level strategy should encompass serious violence as defined for the purposes of the Government's national Serious Violence Strategy which sets out specific crime types of concern including homicide, violence against a person (which covers knife and gun crime as well as serious offences not involving weapons), together with areas of criminality where serious violence (or the threat of it) is common, such as in county lines drug dealing. These crimes are expected to be at the core of the aim of preventing and reducing serious violence under the duty.

Pan-London guidance* advises that serious violence for the purposes of the Serious Violence Duty in London, is defined as:

Any violence and exploitation affecting young people under the age of 25, domestic abuse, and sexual violence. Within the context of these types of violence, it encompasses homicide, grievous bodily harm, actual bodily harm, rape, assault by penetration, sexual assault, personal robbery, threats to kill and violence against property caused during the commission of one of these offences.

In the Royal Borough of Greenwich we have decided to make a change to this definition of serious violence because the borough's violence profile shows a significant proportion of serious violence involves (as perpetrators or victims) people over 25 years of age.

Our definition of serious violence is therefore:

Any violence and exploitation affecting young people and adults (with a particular focus on those under the age of 25), domestic abuse, and sexual violence. Within the context of these types of violence, it encompasses homicide, grievous bodily harm, actual bodily harm, rape, assault by penetration, sexual assault, personal robbery, threats to kill and violence against property caused during the commission of one of these offences.

Note: Domestic abuse is stipulated in the Policing, Crime, Sentencing and Courts Act 2022 (which introduced the Serious Violence Duty) as being the same definition as in the Domestic Abuse Act 2021. It therefore covers: physical, sexual, economic, psychological or emotional abuse and violent, threatening, controlling or coercive behaviour.

* Guidance developed by the London Violence Reduction Unit – part of the London Mayor's Office for Policing and Crime – in collaboration with the Metropolitan Police, London Councils, NHS London and the Probation Service.





3. LOCAL PARTNERSHIP

ARRANGEMENTS AND GOVERNANCE

In the Royal Borough of Greenwich we confirm that we are following the London guidance and the Community Safety Partnership will be the lead partnership for implementation and ensuring compliance with the duty.

The Community Safety Partnership (known in Royal Greenwich as the Safer Greenwich Partnership (SGP)) is a statutory body under the Crime and Disorder Act 1998. The SGP meets quarterly and is jointly chaired by the Cabinet Member for Community Safety and Enforcement and the Police Superintendent for Greenwich neighbourhood policing and partnership (on behalf of the Basic Command Unit Commander).

The SGP's membership includes representatives from the five statutorily required bodies plus a number of other invited agencies. The statutory members are the Council, Metropolitan Police, National Probation Service, London Fire Brigade and NHS South East London Integrated Care Board. A range of council services align with the SGP's responsibilities and are

represented at the SGP; these are: Adult Social Care, Children's Services, Youth Justice Service, Community Safety, Emergency Planning, Public Health, Tenancy Services and Communications.

Members of the SGP by invitation are:

- British Transport Police
- Charlton Athletic Community Trust
- HM Prisons Belmarsh and Thameside and HMP/ YOI Isis
- MetroGreenwich Action for Voluntary Service (GAVS)
- Oxleas NHS Foundation Trust
- Registered Housing Providers – a representative of the borough's Registered Providers Forum

- Greenwich Safer Neighbourhoods Board
 - Victim Support London
 - Greenwich Neighbourhood Watch Network
- Associate members (receiving meeting papers and attending as needed) are the Greater London Assembly Member for Royal Greenwich, the Mayor's Office for Policing and Crime and the Woolwich Royal Artillery Barracks.

An Executive sub-group of the full SGP meets monthly. Its work includes planning for meetings of the full SGP, monitoring crime data, trends and developments following critical incidents, and giving direction to activity such as community engagement and publicity campaigns.

Senior members of the SGP meet several times a year with senior representatives of the Greenwich Safeguarding Adults Board and the Greenwich

Children's Safeguarding Partnership to ensure that work on issues and activities of shared relevance is aligned. Coordination with the Health and Wellbeing Board and the Combatting Drugs Partnership is ensured through representation at the SGP by officers from the council's Public Health team. The Head of Safer Communities and Partnership is a member of the Youth Justice Service management board.

There are several strategic partnership groups that are accountable to the SGP for work on specific areas of responsibility. Examples of these include hate crime, serious violence and exploitation, modern slavery, counter-extremism and violence against women and girls.

Progress in delivery of the strategy will be monitored regularly by the SGP.

4. THE ROYAL GREENWICH LOCAL PICTURE

Serious violence has a significant impact on victims, their family, friends and local communities. Over the last two years, the borough has seen an escalation of violence and an increase in serious violence related homicides where a weapon has been used.

Since 2009, the Council has invested significant resources in tackling gangs, serious youth violence and domestic abuse, working in partnership with a range of services to prevent and reduce violence in the borough.

These issues have been consistent among the strategic priorities set annually by the SGP. They are also prominent in the Council's corporate plan, "Our Greenwich", in which one key mission is "Everyone in Greenwich is safer, and feels safer". One of the aims under this mission is working towards ensuring that children and young people are at less risk of violence and exploitation.

A key challenge for the borough is establishing the cause of the increase in violence and especially the measurable change in its pattern. In previous years a large proportion of serious violence in Royal Greenwich (especially knife crime) has been linked to gang activity and tensions between other groups of young people. Although some incidents in the last couple of years have been linked to such groups, the vast majority have no links to gangs or drug dealing and have involved adults rather than young people.

The borough's gang picture has changed and it appears that local gangs are now operating as more street-based than before, identifying strongly with particular areas from which they seek to exclude individuals that associate with rival gangs, leading to a pattern of "postcode war" violence. This also includes intimidation and threats of violence being made to individuals who are not gang-involved, but who are seen as a threat and a possible link to rival gangs simply due to where they live. County lines drug dealing activity has decreased, with fewer young people from Royal Greenwich being involved in the supply of drugs in areas outside London. Although this has decreased, it now features a higher proportion of adults than young people.

The reduction in county lines activity means that the majority of drug dealing is now more local, reflected in an increase in the number of arrests for drug supply in the borough. This has also led to a rise in the use of "cuckooed" addresses to supply drugs. Cuckooing occurs when someone is either falsely befriended or intimidated so that people involved in drug supply can use their home as a base from which to sell. Drug supply both within the borough and to outside areas often involves the exploitation of younger or more vulnerable individuals who are coerced into carrying out criminal activity by the organisers who profit from it.

The borough recognises the detrimental impact of both COVID-19 and the cost-of-living crisis on our residents. Since these factors began there has been a marked increase in personal robbery, with phones and other valuable goods such as designer coats being stolen. The use of weapons and force to steal these items is a contributing factor to the increase in violence, particularly amongst young people (who are often both victims and offenders).

Another issue of major concern is that the borough's level of recorded domestic abuse cases is significantly higher than the Metropolitan Police average across all boroughs and has been so consistently for a long period of time.

Research was commissioned to understand the reasons for this. The report produced by the University of Greenwich has shown that it is related to many complex factors but they can be summarised as two main themes. The first is high levels of substance misuse, mental health needs and deprivation in the borough, all of which are well established as contributors to domestic abuse. The second is more positive, due to the significant programme of work undertaken locally to raise awareness among the community and frontline services and to encourage reporting by victims, there has been a higher

proportion of domestic abuse being recorded than in boroughs that have been less active in doing this work.

Domestic abuse is a particularly complex issue to address, requiring a wide range of services to work together to support victims and deal with perpetrators. The most detailed information available comes from the cases referred to the borough's Multi-Agency Risk Assessment Conference (or MARAC) which deals with referrals of victims assessed as at high risk of harm, 90% of whom are female. Analysis of a sample of MARAC cases shows 78% of victims have experienced physical abuse, and police data records show 31% of the most serious violence offences¹ in the borough as taking place in the context of domestic abuse. The fact that most victims have experienced multiple different kinds of abuse (for example coercive control, sexual violence, threats and intimidation, financial exploitation, stalking) means that services must be able to support victims with a wide variety of needs.

An under-recognised aspect of domestic abuse is that a significant proportion of recorded offences take place outside the home in public spaces, both indoor and outdoor. This means that services working in town centres, with hospitality venues and other businesses, or providing public transport have a role to play in preventing domestic abuse and safeguarding victims.

As in most areas, Royal Greenwich has seen the impact of the high-profile murders of Bibaa Henry and Nicole Smallman in June 2020, Sarah Everard in March 2021 and, within the borough, Sabina Nessa in September 2021, which has increased the public and political concern about Violence Against Women and Girls (VAWG) locally, mirroring greater attention it has gained nationally. Royal Greenwich has responded by developing a safety plan for women and girls (after consulting with the community) which services are in the process of delivering.

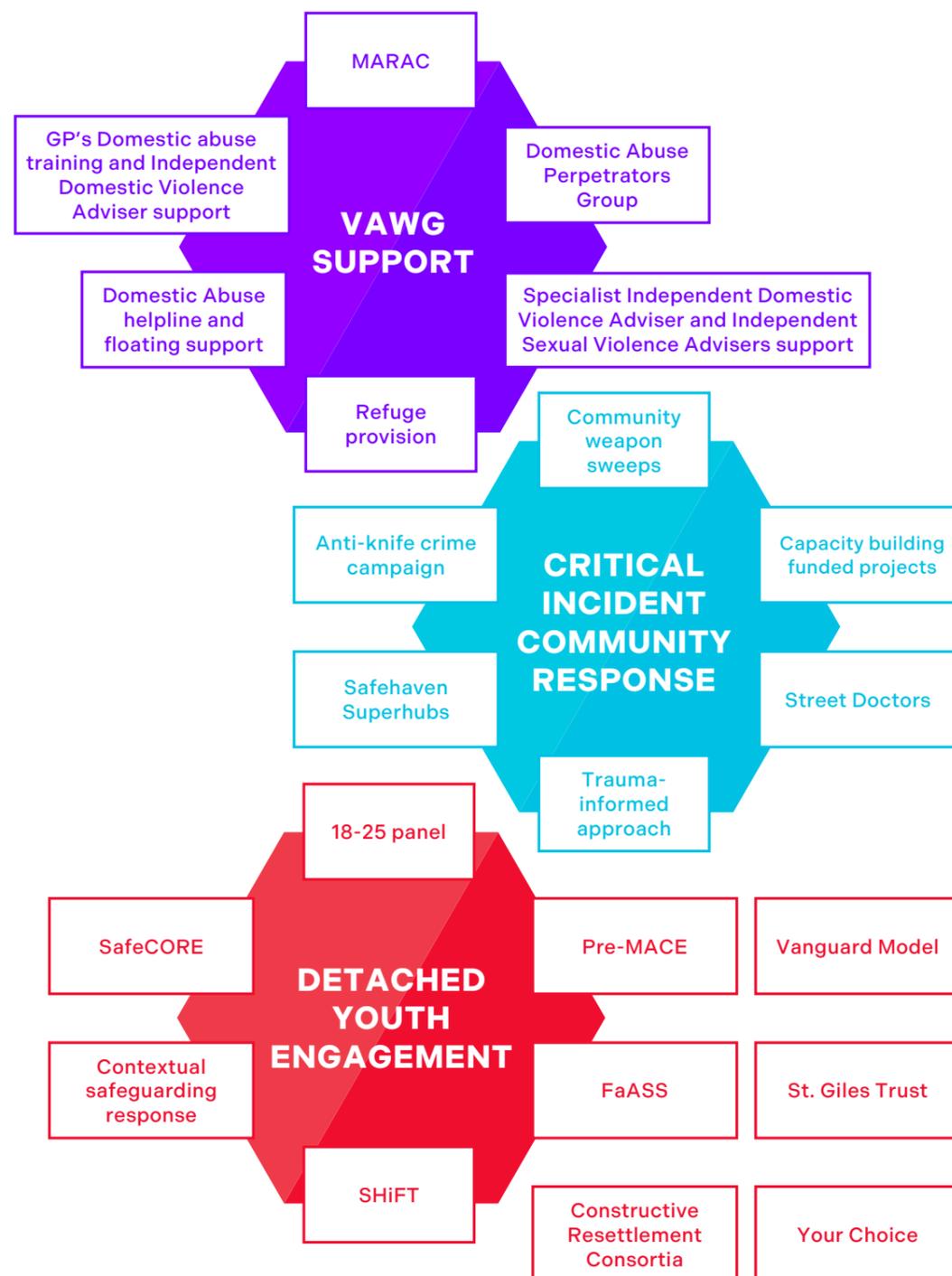
1 Homicide, grievous bodily harm, actual bodily harm, rape, assault by penetration, sexual assault, personal robbery, threats to kill and violence against property caused during the commission of one of these offences.



4.1. WHAT IS IN PLACE ALREADY?

This strategy builds on our existing work and outlines our achievements as a borough so far, providing a variety of services, organisations, and best practice delivery models to reduce serious violence.

Figure 1: Serious Violence Service Delivery





CRITICAL INCIDENT COMMUNITY RESPONSE MODEL

Development and delivery of a Critical Incident Community Response model following critical incidents of violence in the borough. This model enables us to assess the impact of critical incidents on local communities and identify appropriate follow-up support. It provides local communities with a “voice” about their needs and concerns and directs local resources to respond. This is being showcased as a best practice delivery model by the London Violence Reduction Unit.



SAFEHAVEN SUPERHUBS

Creating Safehaven Superhubs in serious violence hotspot locations across the borough. These are safe spaces in community settings for local residents who may need help, may be fleeing from violence or may require access to a defibrillator/bleeding kit, which could potentially save their lives. The Safehaven Superhubs are also part of the borough’s Business Crime Reduction Partnership.



SAFETY IMPROVEMENTS IN LOCAL PARKS

Implementing safety improvements in local parks to improve women’s public safety and reduce serious violence. This includes piloting a knife amnesty bin, which will be moved across several parks in the borough.



ANTI-KNIFE CRIME CAMPAIGN

Delivery of a borough-wide anti-knife crime campaign, to raise awareness, educate on the dangers and consequences of carrying a knife, increase reporting and improve access to support services.



MULTI-AGENCY APPROACH TO SAFETY PLANNING

Multi-agency approach to safety planning and safeguarding responses for those at risk or involved in serious violence. Interventions and support are provided by specialist services in the borough, to divert and reduce further risk of harm.



CAPACITY BUILDING PROJECTS

Delivery of capacity building projects in areas that have been directly affected by serious violence. These projects aim to build resilience, strengthen community engagement, improve community cohesion and residents’ access to information and services.



MULTI-AGENCY RISK ASSESSMENT CONFERENCE

Coordination of the fortnightly Multi-Agency Risk Assessment Conference (MARAC) to ensure high risk domestic abuse victims and any children or other vulnerable adults are offered support and intervention that reduces their risk of harm.

Respect

DOMESTIC ABUSE PERPETRATOR PROJECT

Development of a Domestic Abuse Perpetrator project that focuses on the most prolific or highest risk perpetrators by monitoring their risk to any victims and taking swift enforcement action whenever further offences occur. This includes encouraging perpetrators to engage with services that can assist in reducing their offending by dealing with contributory issues (such as substance misuse or mental health needs). Royal Greenwich is working towards gaining an external quality accreditation for this work from the Respect organisation (which specialises in work with domestic abuse perpetrators).



COMMISSIONED DOMESTIC ABUSE SERVICES

A wide range of domestic abuse services are commissioned to provide support for victims and intervention with perpetrators. These services include Independent Domestic and Sexual Violence Advocates (IDSVAs), a local domestic abuse helpline and floating support service (for victims who wish to stay in their own homes), refuge provision, the Freedom Programme (an education and empowerment programme), counselling support for victims and children, and public campaigns to raise awareness and encourage reporting.



THE STREET DOCTORS PROJECT

The Street Doctors project has been commissioned to deliver their Reducing Violence Programme in education settings across the borough. This programme trains 11 to 25 year olds in emergency first aid and equips them with the relevant skills to save lives. In addition, Royal Greenwich is the first London borough to partner with Street Doctors to adapt this programme for delivery to local adult residents in community settings.



IDENTIFICATION AND REFERRALS TO IMPROVE SAFETY (IRIS) PROJECT

The Royal Borough of Greenwich and the NHS South East London Clinical Commissioning Group (now NHS SEL Integrated Care Board), supported by the Her Centre, introduced the Identification and Referrals to Improve Safety (IRIS) project locally in September 2020. The IRIS project (now continuing as Greenwich Primary Care Domestic Abuse Service) trains GPs and other doctors’ surgery staff to identify and respond to the victims and perpetrators of domestic abuse, and ensures they know how and where people can get the help they need. GPs and surgery staff have a crucial role in ensuring that victims are referred for specialist support and in preventing homicides. Despite the challenges of the pandemic, a growing number of GP surgeries have been fully trained and more are signing up for the programme.



SHiFT

SHiFT works with children at risk of perpetrating and being a victim of violence and exploitation. Children identified for SHiFT have often experienced serious youth violence, child criminal exploitation, child sexual exploitation and offending behaviour resulting in court orders for weapons-related offences.

SHiFT also supports children at risk of being or already excluded from secondary school, or who are currently on reduced timetables or attending alternative education providers. Project staff build relationships with the children and families to reduce these risks, the incidences of violent behaviours and to support long-term positive change in the family.



THE TURNAROUND PROGRAMME

The Turnaround Programme is a project delivered by Greenwich Youth Justice Services in partnership with the Ministry of Justice. It provides intense support and diversion to children at risk of becoming involved in the criminal justice system. In Royal Greenwich the programme targets children at risk of entering the justice system and it builds on the successful Supporting Families model.



THE CREATIVE ARTS PROGRAMM

The Creative Arts programme is commissioned in partnership with Public Health, which provides a space for children to explore their identity, develop skills and make friends. The programme provides a unique means of engaging with children and young people in the youth justice system and enables us to address the root causes of their offending. A number of children who have been engaged with this programme have gone on to study art degrees or BTECs. Some are national exhibitors and have shown work in exhibitions at the Royal Festival Hall, Supreme Court, the Stephen Lawrence Gallery and the National Maritime Museum.



PAUSE

Pause works with mothers who have experienced, or are at risk of experiencing recurrent removals of their children through care proceedings. The project works with women who have a high level of complex needs and 89% of those who have been supported by Pause Greenwich report experiencing domestic violence. Approximately 40% of Pause service users have been care leavers or had some experience of being in care. The project works with young women who have suffered violence and abuse due to child sexual exploitation as well as being in relationships with people who are gang affiliated.



SAFECORE

SafeCORE was initially a Department for Education Innovations-funded project created in Royal Greenwich to respond to family violence and conflict. It takes a 'whole family' approach to violence between couples and to children/carer conflict or violence, using compassion-focussed therapy and systemic practice. It works collaboratively with families to reduce conflict and lay foundations for lasting change. External evaluation shows that SafeCORE achieves significant positive changes in family functioning, can successfully engage men in the programme, reduces conflict and violence, and improves family relationships enabling better outcomes for children.



WALK AND TALK

Walk and Talk is a police initiative that offers women of all ages the opportunity to meet with female officers and walk around their local area while discussing locations where they feel unsafe and why. The police officers feed the information into local police planning and share it with the council or other partners who may be able to improve the situations (e.g. by cutting back bushes, improving lighting or tasking Community Safety Enforcement Officers to patrol). Female officers are also happy to meet groups of women to discuss local concerns (for example at coffee mornings, women's gyms, classes or organisations).



GROWING AGAINST VIOLENCE (GAV)

Growing Against Violence delivers workshops to pupils and teachers in primary and secondary schools and colleges to prevent youth violence and protect young people against exploitation by gangs and grooming, both on the streets and online. Workshops are delivered in an education setting to all students

in a single year group, helping to develop a healthy 'herd' resistance and create positive peer pressure to reject violence. Workshops address the root causes of violence and work on keeping young people out of gangs, exploitative relationships and away from antisocial activity and behaviours. Awareness workshops for parents are also being delivered as part of the Critical Incident Community Response model.



ST GILES TRUST MENTORING PROGRAMME

A mentoring programme is commissioned from the St Giles Trust to provide targeted support to young people who are victims of or at risk of becoming victims of violence or exploitation. This programme delivers a mix of early intervention workshops within schools and education settings to young people (aged 10 to 25) to equip them with the skills to stay safe.

St Giles mentors offer a lived experience of the criminal justice system, gang affiliation, or being impacted by serious violence or prison. They work directly with adolescents alongside the Family and Adolescent Support Service and where extra familial safeguarding is a concern, also provide an additional element to what is offered to the whole family.



DELIVERY OF THE VANGUARD MODEL

The London Vanguards work with local communities to produce better outcomes for children and young people at risk of being involved in violence. The model of care provides therapeutic services whilst addressing local inequalities and marginalisation to improve the lives of children, young people and their families with complex needs. The partnership works with local communities and community leaders to co-create services that deliver improvements to the wellbeing of children, young people and their families. The project also draws on voluntary and community sector services as well as the local authority.



YOUR CHOICE PROJECT

Your Choice is a project aimed at young people who are considered as at moderate to high risk of harm through anti-social behaviour, child sexual exploitation or criminality. Evidence from research suggests that these young people are likely to need the support of Child and Adolescent Mental Health Services or another kind of therapeutic support but do not engage with what is offered.

The Your Choice project aims to test and evaluate whether young people will engage with a practitioner in an intensive but non-therapy role over a longer period of time with the use of cognitive behavioural therapy tools and to compare the outcomes of this approach with those of the usual service.

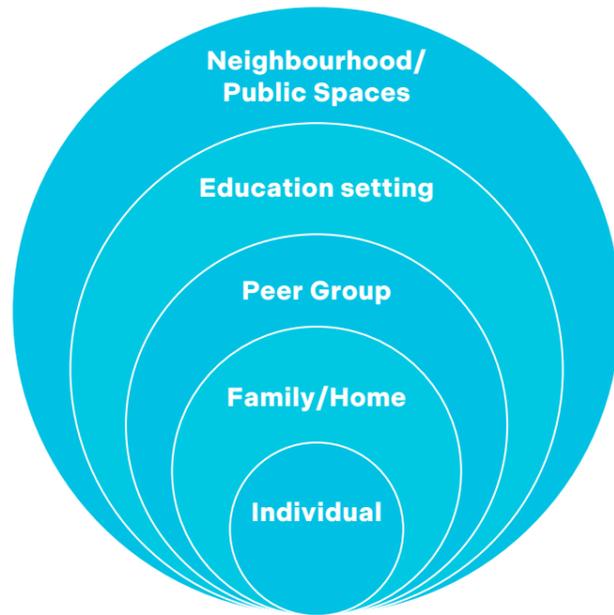
CONSTRUCTIVE RESETTLEMENT

CONSTRUCTIVE RESETTLEMENT

Royal Greenwich is part of the pan-London Constructive Resettlement organisation focusing on evidence-based practice which supports children who are in custody prepare for their release and supervision in the community. Constructive Resettlement focuses on developing a pro-social identity through personalised support. Resettlement planning begins immediately when a child is remanded or sentenced to custody, keeping the child future-focused and giving purpose to work undertaken in custody.

4.2. THE ROYAL GREENWICH APPROACH

The Royal Borough of Greenwich recognises that serious violence has many causes and adopts a public health approach in our responses to prevent and reduce violence. This means improving the health and safety of all individuals by addressing underlying risk factors that increase the likelihood that an individual will become a victim or a perpetrator of violence.



Adolescent and contextual safeguarding is needed where significant risk of harm to an individual exists because of factors outside of the family home. This can include risk due to the peers with which the individual spends their time, risks in the area where they live or at/around their education setting or at a location or public space they often visit. The Council works to identify and address these risks to safeguard individuals and groups to prevent violence. We work to make risky locations safer by ensuring individuals are positively engaged and diverted and appropriate safety plans are put in place where required. We work with local communities including local businesses to reduce the risk and impact of serious violence in these locations.

The objectives of the Greenwich Safeguarding Children Partnership (GSCP) for adolescent safeguarding are to:

- Enhance collaborative partnership working to support missing children using a child-centred approach
- Increase awareness of contextual safeguarding within faith and cultural communities, enabling the whole community to be involved in the safeguarding of vulnerable adolescents
- Develop protocols (including risk assessments) to support children at risk or affected by Child Sexual Exploitation (CSE) with a focus on those who are vulnerable (e.g. children in care, those with special educational needs and disabilities and those at risk of exclusion)
- Embed the newly reviewed Multi-Agency Risk Assessment (MACE) governance structures within the wider GSCP and connected partnerships
- Enhance the current transitional arrangements to support children moving from children services to adult services, to include clear written protocols
- Implement adolescent safeguarding recommendations from the council scrutiny process, London Child Safeguarding Practice Reviews (LCSPRs), and other reviews and audits
- Work with partners to ensure that vulnerable adolescents who need mental health support are able to access it

Trauma can affect individuals, families, and communities within Royal Greenwich

Services in Royal Greenwich recognise trauma is the deep and long-lasting impact of a distressing or frightening experience.



'An event, series of events or set of circumstances that is experienced by an individual as physically or emotionally harmful or that has lasting adverse effects on the individual's functioning and mental, physical, social, emotional or spiritual wellbeing.'

Substance Abuse and Mental Health Services Administration (SAMHSA)

We adopt a trauma-informed approach to the way we work which:

- **Shows** we understand trauma, in an empathetic manner
- **Recognises** trauma's impact on biological, psychological, neurological and social wellbeing
- **Is aware** anyone accessing our services may have experienced trauma
- **Shifts away** from blaming and judging people for their reactions, to recognising responses may be a result of trauma
- **Understands** that people with a history of trauma may find it more difficult to trust and engage with people
- **Promotes** protective factors and builds resilience
- **Emphasises** the importance of support mechanisms for professionals and families to reduce the impact of intergenerational harmful experiences and trauma

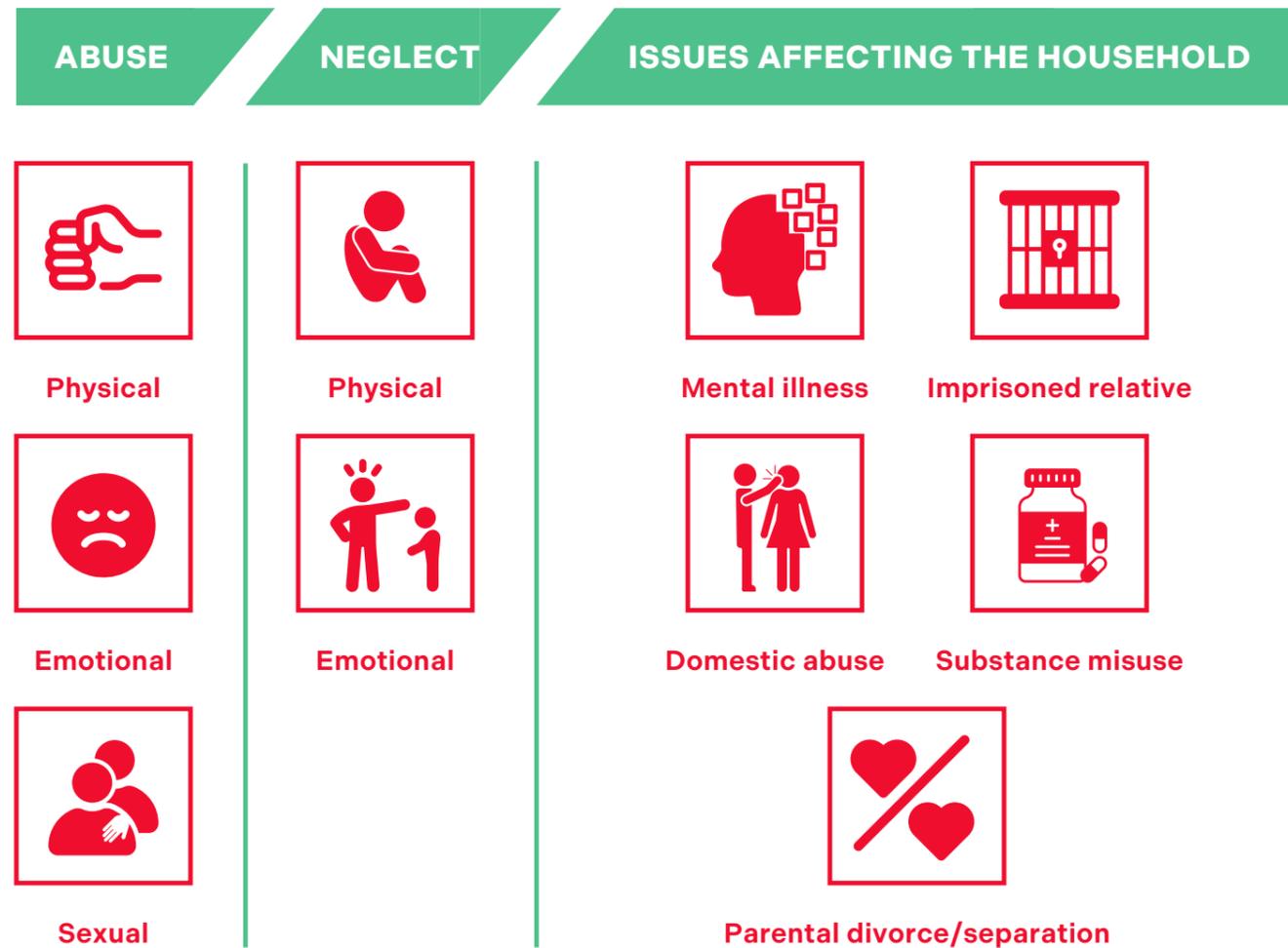
Serious violence and its relationship with Adverse Childhood Experiences

Adverse Childhood Experiences (ACEs) are highly stressful and potentially traumatic events or circumstances that take place during childhood or adolescence. They can be singular incidents or persistent challenges that harm a young person's sense of safety, trust, security or physical well-being. These experiences have a direct impact on the individual and their surroundings, requiring additional social, emotional, neurological, psychological, or behavioural support. The effects can often last into adulthood.

Adaptations include young people's attempts to:

- **Survive** their immediate environment
- Find out how to improve or tolerate their negative experiences
- Establish a **safe place** and control
- **Make sense** of their experiences

What type of experiences are adverse?



Adverse Childhood Experiences (ACEs) have been identified as significant risk factors for serious violence. The effects of these experiences can have a big impact on an individual's life path, including an increased risk of engaging in serious violent behaviour.

Those experiencing four or more ACEs are almost seven times more likely to be a victim of violence as an adult and almost eight times more likely to have committed a violence offence, than those with no ACEs².

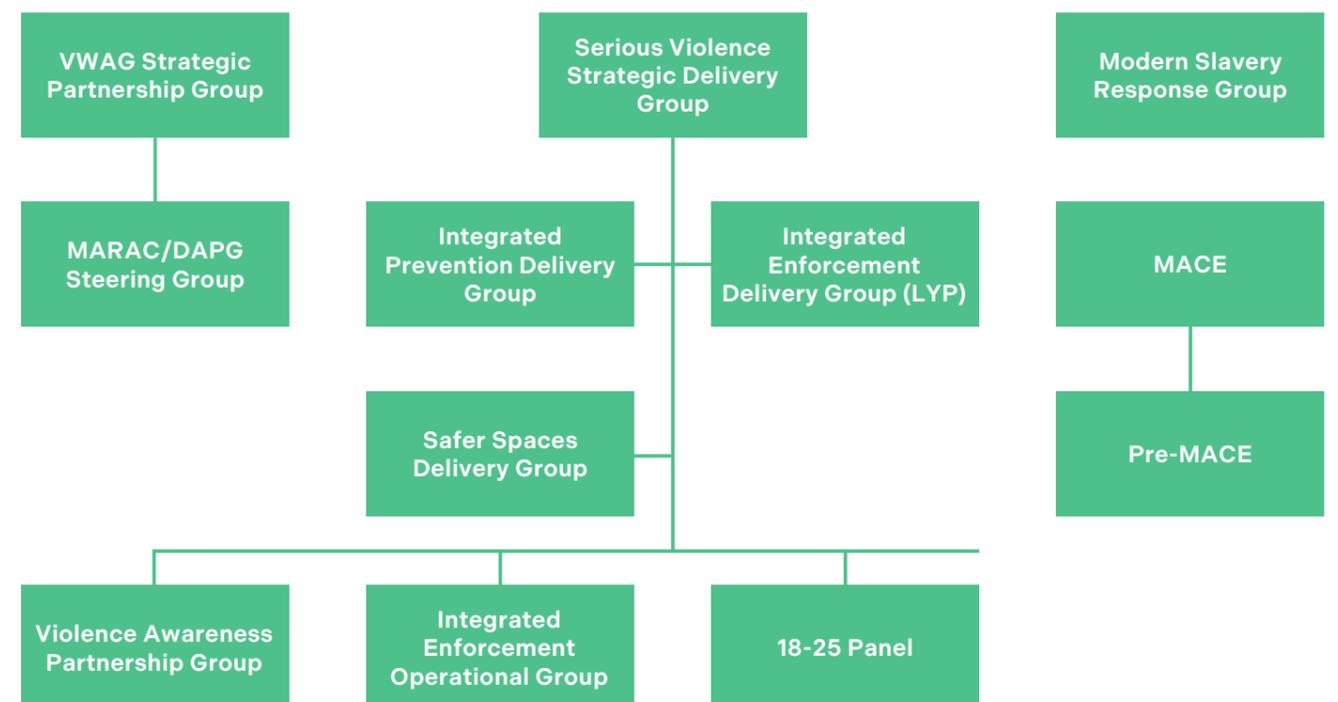
² Vaswani, N. 2018. Adverse Childhood Experiences in children at high risk of harm to others. A gendered perspective. https://cyj.org.uk/wp-content/uploads/2018/08/Adverse-Childhood-Experiences-in-high-risk_CYCJ-_Final-Version-proofed.pdf



4.3. HOW WE WORK

There are multi-agency strategic and operational arrangements in place to deliver responses to support victims and local communities, engage and divert those most at risk, enforce against, disrupt offenders, and protect locations where serious violence-related activities take place.

Figure 2: Multi-agency strategic and operational arrangements in Royal Greenwich



MULTI-AGENCY CHILD EXPLOITATION ARRANGEMENTS (MACE)

In Royal Greenwich arrangements to identify and address exploitation are based on London-wide procedures which reflect statutory duties outlined in statutory guidance (Working Together to Safeguard Children 2018). Individual children at risk of exploitation are discussed as soon as they come to the notice of a partner service. This takes place at the weekly Pre-MACE Panel. These meetings are co-chaired by representatives from Children's Safeguarding and our Youth Justice Service.

The Pre-MACE Panel considers all forms of exploitation, serious youth violence and all children and young people who are subject to the National Referral Mechanism as well as incidents where children go missing from home or from care.

The Pre-MACE Panel maintains a prevention focus as well as reviewing high risks and considers key factors as follows:

V – Victim(s)

O - Offender(s)/perpetrators and/or persons of concern

L – Location(s)

T – Theme(s)/type of exploitation

The Pre-MACE Panel is supplemented by daily multi-agency meetings between the Police, Children's Social Care and Community Safety discussing emerging incidents involving children and young people up to the age of 25. This ensures a quick response to incidents and emerging risky situations.

Themes from the Pre-MACE Panel are discussed monthly at the MACE meeting which is responsible for strategic oversight of all exploitation cases, information-sharing and analysis, and activity across the local authority area (crossing into neighbouring boroughs if there is relevance to Royal Greenwich). The MACE meeting is a sub-group of the Greenwich Safeguarding Children Partnership

18-25 PANEL

This multi-agency meeting is held fortnightly and chaired by the Police. The 18-25 Panel aims to:

- Support and risk-manage young adults (18-25) who face or pose risks of serious violence and exploitation.

- Enable prompt information sharing and risk analysis around young adults connected to significant serious violence or exploitation incidents.
- Consider any vulnerabilities these individuals may have, for example around homelessness, mental health or substance misuse.
- Ensure that issues of concern regarding young people and their welfare are incorporated into existing multi-agency processes or single agency plans. It is the responsibility of the identified lead professional and relevant agencies to progress actions.
- Disrupt perpetrators of serious violence and exploitation.
- Adopt a contextual safeguarding approach taking account of peer relationships, other associations, places/locations and virtual environments connected to the individual.
- Interact effectively with other multi-agency forums including the Pre-MACE (particularly where the individual is under 18), Multi-Agency Public Protection Arrangements and other borough community safety forums.

INTEGRATED PREVENTION DELIVERY GROUP

Previously referred to as Serious Violence Tactical Tasking Group.

IP-TTG is the proposed group who will manage the operational delivery of the Serious Violence Strategy. This group provides tactical tasking, coordination and oversight of public-facing and supporting activity to tackle and reduce serious violence within the Royal Borough of Greenwich. The purpose of this group is to:

- Oversee the coordination and delivery of council and wider partnership taskings, operations and initiatives over the medium term in support of reducing serious violence.
- Provide the tactical link between council teams, partners and other groups/panels that have a role to play in tackling serious violence, such as the monthly Police Tactical Tasking Coordination Group, the Safer Spaces Delivery Group and Integrated Enforcement tactical meetings.

- Oversee the development and delivery of tactical plans focusing on prevention, intelligence, enforcement and engagement.
- Prioritise and assign available resources according to risk of harm for prevention and diversion.
- Review and commission intelligence and data analysis to identify and respond to emerging trends.
- Monitor relevant operational activity and ensure effectiveness over the longer term.
- Consider issues and bids for resources raised by operational teams and escalate to a more senior level where the issue requires resources beyond those available to the group.
- Contribute to and deliver relevant actions contained in the borough's Violence and Vulnerability Action Plan.

SAFER SPACES DELIVERY GROUP

The monthly Safer Spaces Delivery Group (SSDG) provides risk assessments and management of complex/high harm issues affecting public spaces. The group provides high-level oversight of borough-wide problem solving by a range of internal and external organisations. It considers place-based contextual safeguarding focusing on group behaviours in public spaces, rather than on individuals. The SSDG identifies and enforces action in specific premises or places associated with risk of violence or exploitation that are impacting the wider public (e.g. residential addresses that have been "cuckooed" as a base for drug dealing).

INTEGRATED ENFORCEMENT DELIVERY GROUP (LOVE YOUR PLACE)

The Integrated Enforcement – Love Your Place meeting is held monthly to coordinate and oversee problem-solving techniques to achieve strategic objectives in problematic locations. Love Your Place aims to achieve the following:

- Apply strategic objectives on a location basis, to determine the local deployment and coordination of resources.
- Use, gather and coordinate service and local intelligence to inform local service provision. Set targets and goals for operational enforcement.
- Gather and utilise operational knowledge and intelligence to inform the partnership's local strategies.

- Identify wider trends and service information and escalate as appropriate.
- Design and target problem-solving groups to deal with specific issues.
- Exchange information and experiences of successfully resolving issues.

MODERN SLAVERY RESPONSE GROUP

This meets every two months to provide strategic oversight and coordination of partnership work to tackle all forms of modern slavery. These include domestic servitude, forced labour, forced criminal activity, sexual exploitation, forced marriage, child slavery and organ harvesting. Modern Slavery can have child or adult victims, both male and female.

The group's role is to:

- Review local and regional data to identify trends and risks in relation to different forms of modern slavery and exploitation.
- Assign potential cases for investigation and partnership action planning
- Review information and learning from cases
- Deliver staff training to improve identification of potential victims
- Develop initiatives to improve outreach and response to victims and to disrupt exploiters

VIOLENCE AGAINST WOMEN AND GIRLS STRATEGIC PARTNERSHIP GROUP

This is a quarterly forum that coordinates and initiates work across the spectrum of Violence Against Women and Girls (VAWG) issues. It also monitors progress of the VAWG section of the Community Safety Plan, shares information from pan-London forums and monitors crime and other data to inform service development.

VAWG FORUM

A quarterly meeting for all VAWG practitioners and public-facing VAWG services to share best practice and ensure effective partnership working. The forum includes both statutory and third sector services. Each meeting is themed around a particular VAWG issue (e.g. domestic abuse, female genital mutilation, sexual offences, so-called honour-based violence and others).

MULTI-AGENCY RISK ASSESSMENT CONFERENCE (MARAC)

The Multi-Agency Risk Assessment Conference (MARAC) takes place every two weeks and is a partnership case panel for referrals of high-risk victims of domestic abuse. The meeting operates under the national best practice guidelines promoted by the SafeLives organisation and enables information-sharing and victim-centred safety planning for individuals. The MARAC is supported by a quarterly steering group to ensure ongoing effectiveness and best practice.

DOMESTIC ABUSE PERPETRATORS GROUP

A monthly group providing intensive partnership monitoring of the most high-risk or repeat domestic abuse offenders together with (where appropriate) outreach to arrange help to address factors that can contribute to domestic abuse (such as substance misuse, mental health needs). This group's work is also overseen and supported by the steering group for the MARAC.

POLICE SOUTH-EAST BOROUGH COMMAND UNIT (SE-BCU)

Newly reorganised proactive teams (directed by new tasking processes) will respond to intelligence and to incidents of serious violence by tasking fully briefed uniformed and plain clothes officers to areas of concern. The teams will also focus on carrying out arrests of any individuals involved in violence offences.

The investigation teams create and carry out investigative strategies in relation to those linked to violence or drug supply activity.

The Integrated Gangs Team continues to monitor activity by people known to be involved in Child Criminal Exploitation (CCE) or Child Sexual Exploitation (CSE), including carrying out home visits.

Stop and search powers will continue to be used in violent hotspot areas (subject to guidelines) to reduce serious violence-related incidents in the borough.

The Police Community Safety Unit (CSU) targets all VAWG offenders and particularly any living in Royal Greenwich who are on the police's list of the most serious 100 VAWG offend recorded within the last 24 hours, sets actions and ensures proactive arrests are arranged. The golden hour principle is used to mitigate any risk to the victim and to capture early evidence.



5. THE STRATEGIC NEEDS ASSESSMENT

OF SERIOUS VIOLENCE



Please click the link here for the Strategic Needs Assessment.

5.1. PURPOSE OF THE STRATEGIC NEEDS

ASSESSMENT (SNA)

The SNA is intended to enable partners to identify current and long-term issues relating to serious violence and those most vulnerable to involvement in the local area. This provides a greater understanding of established and emerging serious violence trends, priority locations or other high-risk issues.

The SNA has been developed following an evidence-based analysis of data relating to violence, as well as broader datasets including those in relation to deprivation and health.

In the SNA we have looked at the critical areas of violence and vulnerability within the definition of serious violence, including violence affecting those under the age of 25, domestic abuse and sexual violence.

In assessing each of the critical areas, the analysis has looked at locations that have a higher risk of violence and temporal factors, such as the times of greater and lesser offending, including the times of day, days of the week and trends through the year. The analysis has also looked at the profile of victims and offenders of violence, to understand the risks and opportunities for prevention.



5.2 LOCAL SERIOUS VIOLENCE PICTURE

In the last two years...

706 

serious violence offences involving a knife

A 15% increase from 2021 to 2022. Robbery of personal property, wounding or carrying out an act endangering life, and threats to kill were the most common offences. 18-24s had the highest rate of victimisation of any age group. Males were 2.8 times more likely than women to be victims. Those of Black ethnicity were 1.5 times more likely to be victims compared to those of White ethnicity.

1,028 

personal robbery offences

Despite representing 30% of Royal Greenwich's population, suspects aged under 25 accounted for 76% of personal robbery offences in the two years combined. Suspects were 18 times more likely to be male than female. Suspects were four times more likely to be of Black ethnicity than White across both year periods, accounting for 42% of suspects in both years combined. A higher proportion of offences were committed between late afternoon and night time hours in both years.

Most offences occurred in areas with high footfall and/or town centres.

110 

individuals have been identified with links to county lines activity

47 in the most recent year (2022 to 2023). Unlike last year (2021 to 2022) where there was a higher number of Asian individuals, there have been no Asian individuals linked to county lines from Royal Greenwich in our referral cohort. Black individuals remain overrepresented in both data sets. The ages of all 47 individuals range from 14 to 53 years, with the most common age being 18 and 20 years. 23% were children.

1,203 

sexual offences committed in Royal Greenwich

Sexual assault of a female aged 13+ was the most common single offence type. Women were 5.6 times more likely to be victims. Black women and girls were 1.5 times more likely to be sexual offence victims compared to White women and girls. The rate of victimisation in children was 4.3 times greater in Other sexual offences (mostly sexual assault) compared to rape offences. Locations vary year to year suggesting both indoor and outdoor spaces across the borough present as a risk for females.

In the last year...

729 

Multi-Agency Risk Assessment Conference (MARAC) referrals in 2022 to 2023

There has been a rise in domestic abuse offences, MARAC referrals and domestic abuse helpline calls. The number of referrals has been on a steady rise from 577 in 2019 to 2020 to 729 in 2022 to 2023. A sample of 286 MARAC referrals in 2022 to 2023 found 36% of survivors experience between seven and nine different forms of abuse at point of referral.

1,752 

adults were in contact with Royal Greenwich drug and alcohol services

50% were for Opiate and crack cocaine use only. In 2020 to 2021 there were 1,301 Royal Greenwich resident A&E attendances for drug poisoning or overdose. 717 were identified as poisonings and 584 as overdose. Of the 1,301 records that included a coded diagnosis field: 717 were identified as poisonings and 584 as overdose.

331 

referrals to Redthread Youth Violence Intervention Programme

Sixty-seven percent of Royal Greenwich referrals to Redthread were referred due to an assault, mostly by bodily force or from a weapon, compared to 58% across London.

5.3. SUMMARY OF KEY FINDINGS FROM

THE STRATEGIC NEEDS ASSESSMENT

The scale of impact that serious violence has on our communities, together with its associated exploitation of vulnerable people, is not just about the count of incidents. Although no one metric can capture the full extent of the damage caused, there are also situations where such episodes are not reported, leaving them absent from local statistics.

Irregularities in data recording can skew our understanding of serious violence locally, regionally, and nationally. While our data might not encompass the entirety of the issue, certain key statistics do shed light on the harm it inflicts at a local level.

Certain areas of the borough where there has been deprivation for many years have been hotspots for serious violence over the last two decades. Areas surrounding our town centres, other places with high footfall and some estates have seen a higher prevalence of serious violence.

Royal Greenwich has seen a 15% increase in knife offences³ committed from 2021 to 2022, alongside a rapid rise in knife-point robberies where both victim and suspect are disproportionately young men.

While fewer Royal Greenwich young people are involved in county lines drug dealing than used to be the case, those that are doing it tend to be found supplying drugs in areas in East and South-East England. Many of them have mental health needs or other issues that make them vulnerable to being exploited.

The connections of London to drug importation routes from Europe, the rising value of the market (especially for Class A drugs) and the potential demand of drugs makes Royal Greenwich's communities, as in most London boroughs, an attractive target for organised crime groups involved in drug supply. They seek to use local people, typically young and/or vulnerable, to do much of the work and carry many of the risks. Social media platforms displaying lavish lifestyles seemingly financed by drug money help them to recruit people although most of those who get

involved find that rewards are small and very often outweighed by the degree of intimidation or actual violence the crime groups use to control them.

However, it should be noted that most serious violence committed in Royal Greenwich is not linked to gangs or county lines.

Of the children engaged with the youth justice diversion programme SHiFT up to July 2023, 93% had experienced at least one Adverse Childhood Experience (various experiences of abuse, neglect, or family disfunction). This indicates the deep-rooted causes of vulnerability to involvement in violence and exploitation, and the wide range of issues that must be addressed to reduce violence.

Women and girls in the borough remain the most affected by sexual violence and domestic abuse. Across 2021 to 2022, 18% of sexual offences were noted by police as domestic abuse, yet they accounted for 36% of all rape offences. Non-physical forms of intimidation, coercive behaviour and harassment underpin physically violent crime as some of the most prevalent domestic abuse offence types. There is no location pattern of where sexual offences occur. Hence the fear women and girls have of walking Royal Greenwich's streets and all public spaces at night, as they see it as the most unsafe situation in the borough. The sexualisation of society's view of girls and predatory behaviour towards them are centred in male violence against women. Female victims of sexual assault, voyeurism, and upskirting are younger. Across 2021 to 2022, two in every five victims of sexual offences (excluding rape) were under 18.

³ Offences include Homicide, grievous bodily harm, actual bodily harm, rape, assault by penetration, sexual assault, personal robbery, threats to kill and violence against property caused during the commission of one of these offences.



Domestic abuse referrals to the MARAC (for high-risk victims) have seen a sustained rise since pre-pandemic levels. The number of referrals has been on a steady rise from 577 in 2019 to 2020 to 729 in 2022 to 2023. A sample of 286 MARAC referrals (in 2022 to 2023) found 36% of survivors have experienced between seven to nine different forms of abuse at the point of referral. Seventy-eight percent experienced physical abuse which is the most prevalent single form, but several forms of coercive control are common.

Many young people arrested for involvement in drug supply state that they have been manipulated or coerced into doing so. The police and council have a duty under the Modern Slavery Act 2015 to refer any young person (and adult victims if they consent) into the National Referral Mechanism (NRM) for a decision as to whether they are accepted as a victim of exploitation (which entitles them to support for recovery). If they are accepted as having been victimised in this way, it creates a legal defence against a charge of carrying out criminal activity on the grounds that the person was forced to do it.

However, the claim of being a victim of exploitation is also put forward by some young people who are willing participants in the drug dealing (or other criminality). The Crown Prosecution Service will not proceed with a prosecution while the decision through the NRM is awaited but this takes an exceptionally long time – up to 500 days, during which the legal case is stalled and in many cases is rejected even if the eventual decision is not to accept the claim of exploitation.

This situation is causing considerable difficulty for the police working to disrupt drug dealing and to take enforcement action against those responsible. The Government is piloting an alternative scheme whereby the local authority makes the decision after a case is referred to the National Referral Mechanism (NRM) and this results in much quicker decisions (typically under 90 days). The Royal Borough of Greenwich applied to be part of the pilot scheme, but it was not selected. It is not known when the Government may decide on whether to implement the scheme nationally.

There are complex factors which contribute to violent crime in the borough. Some examples include:

PEER ON PEER ABUSE

Peer on peer abuse occurs when a young person is exploited, bullied or harmed by their peers who are the same or similar age and everyone directly involved is under the age of 18. Situations where young people are forced or coerced into sexual activity by peers or associates can be related with gang and/or serious youth violence activity but this is not always the case. Peer influence or peer pressure is a major factor in the decisions made by young people to join groups.

There is no clear definition of peer on peer abuse, however it can be captured in a range of different definitions:

- Domestic abuse: this relates to young people aged 16 and 17 who experience physical, emotional, sexual and/or financial abuse, and coercive control in their intimate partner relationships.
- Child sexual Exploitation: this occurs when young people aged under 18 are sexually abused in the context of exploitative relationships or situations by another person of any age – including another young person.
- Child criminal exploitation: where an individual or group takes advantage of an imbalance of power to coerce, control, manipulate or deceive a child or young person under the age of 18 into carrying out criminal acts (usually for the benefit of the exploiter) – including exploitation by another young person.
- Harmful sexual behaviour: refers to any young person under the age of 18 who demonstrates behaviour outside of the normal parameters of development (this includes sexual violence and sexual harassment, upskirting and sexting – also known as youth-produced sexual imagery).
- Serious youth Violence: refers to initiation-type violence and more serious offences including homicide, violence with injury (knife related) and sexual offences between young people under 18.

SUBSTANCE MISUSE AND MENTAL HEALTH

The reduction in county lines drug dealing activity means most drug dealing is now more local, reflected in an increase in the number of arrests for drug supply in the borough. Drug supply can increase serious violence indirectly, either by fuelling robberies to fund drug dependence or through violent competition between drug sellers. Those who sell drugs are likely to settle any grievances violently and to carry weapons.

Localised drug supply has seen a rise in the use of “cuckooed” addresses. Cuckooing occurs when someone is either falsely befriended or intimidated so that people involved in drug supply can use their home as a base from which to sell.

Victims of cuckooing are likely to be vulnerable adults who have a history of substance misuse and mental health issues.

Research indicates that crack cocaine and heroin markets have strong links to serious violence. Evidence suggests that supply and demand (particularly of crack cocaine) continues to be on the increase.

A significant proportion of violence is linked to domestic abuse, often where the offender has both alcohol and mental health issues.

The impact of substance misuse is explored in the Combatting Drugs Partnership Needs Assessment.

SOCIAL MEDIA

Social media has a major influence in increasing tensions between groups or individuals and is used as a platform to provoke, taunt and insult. It can escalate threats and lead to violence between individuals and groups that would not otherwise have had contact.

Music produced by local artists is something that the borough champions. However, there has been a direct correlation between locally produced drill music videos and the increase in violence seen in the borough. Some videos have incited violence and increased tensions between rival gangs/violent individuals, some of whom have been in conflict for several years.

Social media is also used as a platform for recruitment of young people and vulnerable adults for all forms of exploitation: criminal and sexual exploitation, financial exploitation – including “squares” (using an exploited person’s bank card/account for fraud) and money laundering through bank accounts. Criminals groom and manipulate children and vulnerable adults to recruit them as runners to transport drugs, cash and weapons.

ROBBERY

Robbery by definition is “the unlawful taking of personal property belonging to another person by force or fear”. Robbery is a crime “against the person” and is a frightening experience. It can result not only in the loss of property, but more importantly, the victim may sustain an injury (which could be life threatening or life changing). Personal robbery where the victim is threatened with a weapon or has it used against them to force them to hand over items is a contributing factor to increased violence.

WEAPONS

An offensive weapon is defined as “any article made or adapted for use for causing injury to the person or intended by the person having it with them for such use by them or by some other person”.

There are offences relating to the sale, possession and use of weapons.

It is a criminal offence to be in possession of an offensive weapon in a public place and certain types are completely banned in the UK, even if kept in private at home (butterfly knives, zombie knives, knuckledusters, disguised knives).

Knife carrying can be seen as the “norm” in some communities, and some people carry knives as they think “everyone else is” but this is not the case. The borough has delivered a borough wide anti-knife crime campaign to change behaviours and educate the community people around the consequences of carrying a knife.

RANDOM VIOLENCE/CONFLICT

Violence can occur without a premeditated reason. An argument or disagreement can happen between the victim and offender without there being a previous relationship and, in some cases, will escalate to use of violence.

However, in Royal Greenwich many incidents that have involved violence have been caused by tensions within family, friendships or between acquaintances. This has arisen from a conflict or issue that has not been resolved and has worsened. This primarily involves adults and is where we have seen the largest increase in violence in the borough.

5.4. RECOMMENDATIONS

PLACE BASED

Recommendation 1: High harm neighbourhood partnership response

Recommendation 2: Re-evaluate street lighting in public spaces

Recommendation 3: Audit of public space signage that will improve feelings of safety in public spaces including our nighttime economy

IMPROVING DATA QUALITY AND EXPANDING LOCALISED RESEARCH

Recommendation 4: Undertake a borough wide Adverse Childhood Experiences study

Recommendation 5: Understand the local intelligence gaps in county lines drugs supply and sales

Recommendation 6: Improved recording and case management of modern slavery cases for both adults and children in public spaces including our nighttime economy

Recommendation 7: Improve and maintain links between insight, analysis and evaluation

Recommendation 8: Partners to review current data collection relevant to serious violence to ensure meaningful, routine data exchange between key organisations

Recommendation 9: Improve data quality of protected characteristics across partnership datasets

CHILDREN AND YOUNG PEOPLE

Recommendation 10: Ensuring relevant services continue to meet the needs of vulnerable children and young people

Recommendation 11: Ensure serious violence involving children is revised to incorporate serious violence as defined under the Serious Violence Duty

ENDING VIOLENCE AGAINST WOMEN AND GIRLS (VAWG)

Recommendation 12: Produce a new Violence Against Women and Girls (VAWG) strategy covering all forms of VAWG and using the approach that addressing VAWG is everyone's business

Recommendation 13: More age and digitally-appropriate education on misogyny and male violence for boys and young men

Recommendation 14: Improve service wide collection and use of case-based data about Violence Against Women and Girls

Recommendation 15: Delivery of key messaging and awareness raising in community settings about harmful sexualised behaviour



6. OBJECTIVES AND DELIVERY PLAN

Taking account of the Strategic Needs Assessment, the local partnership has agreed the following priority areas of focus and strategic objectives for the next 12 months:

PUBLIC HEALTH/ ADULT SERVICES

- Children and young people's emotional wellbeing.
- Engagement with communities to build confidence, resilience and trust.
- Live Well and frontline health and social care staff to share knowledge and understanding of referral pathways and specialist support.
- Facilitate effective links with the Health and Wellbeing Board.
- Highlight and promote how serious violence and combating drugs teams work together.

PROBATION

- Identify and assess the risk and needs of those likely to pose a serious risk of harm to others in the community.
- Provide / use available data and expertise to work collaboratively with partners.
- To address inequalities and promote inclusion in our work with people on probation.
- To ensure those assessed as posing a serious risk of harm and of reoffending are properly monitored and effectively managed in the community.

CHILDREN'S SERVICES (INC. YJS)

- Reviewing statutory safeguarding arrangements as per the new Working Together Document, published in December 2023.
- Implement the revised resettlement guidance developed for children and young people leaving custody.
- Continue to reduce first time entrants with strengthened multi-agency diversion activities, overseen by Youth Justice Service Management Board.
- Review the response and impact of adolescent safeguarding arrangements including specific programmes such as Multi-Agency Risk Assessment (MACE), Your Choice, and Shift.
- Review multi-agency joint protocols in relation to care leavers released from custody.
- Embed the strengthened Multi-Agency Risk Assessment Tool (through MACE) to support children at risk of exploitation.
- Increase targeted prevention and mental health focused work in Royal Borough of Greenwich schools to improve attendance and build resilience.



POLICE

- Improve engagement.
- Improve understanding and use of diversions.
- Make sure our staff understand what is available in order for them to make referrals.
- Target those committing crimes of violence against women and girls (including exploitation).
- Focus on exploitation of vulnerable adults victimised through targeted off ending (e.g. cuckooing, sexual exploitation) working in partnership with social care, support and housing services.
- Modernise culture and practice in rape investigations.
- Crime prevention and safeguarding to reduce risk of violence on the railway.

LONDON FIRE BRIGADE

- Community engagement for education, prevention, reassurance and confidence.
- Use engagement with young people for positive diversion and to reduce risky behaviour.
- New approach to our Home Fire Safety Visits (HFSV's) to focus on the highest risk members of the community who will receive an HFSV more quickly. This will include a visit within 4 hours for those most at risk.
- London Fire Brigade personnel trained to identify and report on Persons at Risk including Safeguarding referrals.

COMMUNITY SAFETY

- Safeguard and strengthen resilience of higher risk locations.
- Promote the Mayor's Office for Policing and Crime theme of "Violence Against Women and Girls is everyone's business".
- Develop and coordinate a cross-service approach for integrated prevention of violence and exploitation and ensure integrated enforcement arrangements continue to address serious violence issues.
- Support community recovery from critical violence incidents and build confidence and trust in services through community engagement.

This delivery plan sets out all the actions which are required to meet the objectives. Some of this work is already being delivered and will be continued, some are in development and others are new areas of work that is planned to start.

OBJECTIVE ONE: Prevent young people from being drawn into violence or exploitation as either victims or perpetrators

1. Provide advice, guidance and best practice to educational settings to improve the that are referred to support services.
2. Increase the number of young people that are referred to support services.
3. Use the fire cadets' scheme to develop young people's life skills, understanding of consequences of knife crime and violence and to promote positive behaviour.
4. Work with London Fire service's central education team on a programme of school/ station visits to build relations with young people and promote positive behaviour.
5. Diversion through the Engage Service.
6. Diversion through the Turn Around project for under 18s.
7. Continue to deliver the SHiFT programme with a focus on children at risk of perpetrating and being a victim of violence and exploitation.
8. Continue targeted mentoring and group work; pursue new funding to expand capacity.
9. Provide a range of universal diversionary activities including youth services, sports and outreach work using the dedicated youth bus.
10. Deliver health and wellbeing services in youth hubs.
11. Undertake a borough wide Adverse Childhood Experiences study to explore opportunities to reduce risks linked with serious violence and poor health outcomes.

OBJECTIVE TWO: Support young people already involved in violence or exploitation to sustain positive behaviour

1. Probation to identify, assess and effectively manage the risks and needs of young adults assessed as posing a serious risk of harm or being at risk in the community.
2. Ensure that young offenders in transition from youth to adult services are offered the youth to adult transition programme including, where appropriate, a maturity assessment to inform further work with individuals.
3. Expand the creative arts offer for children in the youth justice system.
4. Implement the pilot of the Vanguard Service for children in the youth justice system, providing one-to-one guidance and advocacy.
5. Provision of enhanced mentoring to children with serious youth violence offences.
6. Continue to deliver robust enforcement and disruption responses, to address and reduce serious violence, via multi agency strategic and operational meetings.

OBJECTIVE THREE: Prevent and stop violence and exploitation through evidence-led and proportionate disruption and enforcement

1. Use enforcement, prevention and partnership to tackle individuals identified as among the top 100 (pan-London) offenders for Violence against Women and Girls offences.
2. Develop an approach to continue to address the highest risk domestic abuse perpetrators after the end of current external funding.
3. Target crime prevention and safeguarding towards serious and organised crime and exploitation on the railway network.
4. Develop a local drugs market profile which includes links to county lines, supply routes, sales and demands.
5. Continue to apply for Criminal Behaviour Orders (CBOs) and use Child Abduction Warning Notices (CAWNs) for those identified as perpetrators of violence and exploitation.
6. Use Domestic Abuse Protection Notices (DAPNs) and apply for Domestic Violence Protection Orders (DVPOs) and Stalking Protection Orders (SPOs), to protect victims of domestic abuse and stalking.
7. Identify residents who are victims of cuckooing, enforce against those responsible and support residents to regain control of their homes.

OBJECTIVE FOUR: Safeguard locations where risk of violence or exploitation is higher by working with communities and stakeholders to address concerns

1. Expand and support the network of Safehaven Superhubs.
2. Further develop the CCTV service and the Community Safety Enforcement Officers' role to safeguard against violence and exploitation.
3. Continue to deliver an Integrated Enforcement approach to identify risk locations, providing an increased partnership presence, visibility and community engagement to tackle and disrupt violence and exploitation related activities; with a particular focus on prioritising estates and town centres, where crime is more prevalent.
4. An audit of the street lighting upgrade programme and signage in public spaces to be completed to address feelings of safety and the findings/recommendations to be included in ongoing work under the Women and Girls Public Safety Plan.
5. Delivery of key messaging and awareness raising of harmful sexualised behaviour in community settings, through workshops, community engagement and training.
6. Continue the delivery of targeted youth engagement in serious violence hotspots, and locations of critical incidents.

OBJECTIVE FIVE: Engage with communities to build confidence, resilience and trust in services ability and commitment to respond to community concerns

1. Support a corporate and partnership approach to community engagement, aligning engagement opportunities, and sharing intelligence and insight.
2. In addition to ward panel meetings, hold community events to engage with communities and promote the police response to the Baroness Casey review under the New Met for London plan. Hear communities' concerns and their view on how the police can do better together, also advise what changes are underway and planned.
3. Make engagement meaningful to increase the trust between youths, particularly those from different backgrounds where distrust of police is highest.
4. Implement the Metropolitan Police Service new Stop and Search Charter, which will incorporate engagement including a focus on talking with young people who experience it.
5. Hold and participate in station open days and community/estate days, especially in deprived areas, to build community confidence and awareness of London Fire Brigade services.
6. Use the Critical Incident Community Response model with local communities following critical incidents to find out what the community needs to recover and to build greater resilience against violence, then arrange for services to respond appropriately.
7. Improve public awareness of and trust and confidence in the British Transport Police.
8. Promote the Parents Champion Network to support parents whose children are affected by serious violence.

OBJECTIVE SIX: Address disproportionality and ensure equality of access to culturally relevant support and services

1. Improve the level of cultural competence amongst staff.
2. Improve staff awareness around intersectionality and its impact on minoritised communities.
3. Strengthen partnership between "by and for" community organisations and the domestic abuse MARAC (Multi-Agency Risk Assessment Conference) for high-risk victims, to ensure its work for victims is informed by awareness of cultural issues (for example where they may pose additional barriers to accessing support).
4. Work with pan-London specialist organisations to address cultural barriers for victims of exploitation to seek help and improve our partnership's ability to reach out to them.
5. Develop and promote a range of apprenticeship and employment opportunities, ensuring access for all groups in the community.
6. Ensure families experiencing poverty have access to advice and guidance to ensure they receive all relevant benefits and support.

OBJECTIVE SEVEN: Ensure use of services, appropriate to victims' needs and that front line staff are confident to identify and support victims, including use of referral pathways to enable victims to benefit from specialist services

1. Train staff in using a trauma-informed approach to working with victims.
2. Ensure that Live Well Coaches, Live Well Line advisors and other front-line health and care staff are aware of referral pathways for victim support, including specialist support.
3. Strengthen the identification of and support to victims of domestic and sexual violence presenting to health and social care services through staff training and a review of assessment processes.
4. Promote the use of restorative approaches in schools.
5. Ensure all staff are familiar with their responsibilities under the Victim Code of Practice.
6. Deliver contextual safeguarding training to staff (including raising awareness of the Serious Violence Duty) and promote referral pathways to support victims of violence and exploitation.

OBJECTIVE EIGHT: Ensure robust arrangements are in place to lead and monitor progress of the strategy and to adjust delivery to meet changing needs

1. Ensure effective links are in place between the Safer Greenwich Partnership, Greenwich Safeguarding Adults Board, Youth Justice Service Management Board and Health and Wellbeing Board.
2. Provide opportunities for Health and Wellbeing Board partners to understand and identify their organisations' contributions to reducing serious violence.
3. Continue to align needs assessment research, the collation of data and reporting of metrics to support monitoring of both the Serious Violence Duty and the Drugs Strategy National Outcomes Framework.
4. To share available data and expertise with partners where permissible, appropriate, and required.
5. Partnership to review current data sets to ensure that service captures relevant information to help describe patterns and trends of serious violence in the borough (for analytical products at both a Strategic and Operational level to help shape responses).

7. SYNERGY WITH OTHER STRATEGIES

AND PLANS



Other strategies and documents that are relevant to the areas covered in this Serious Violence strategy:

- [Our Greenwich – Royal Borough of Greenwich corporate plan](#)
- [Public Health Joint Strategic Needs Assessment \(JSNA\)](#)
- [Building a Safer London – Mayor of London’s Police and Crime Plan 2022-25](#)
- [Children and Young People’s Plan](#)
- [See the Adult See the Child joint guidance \(Greenwich Safeguarding Adults Board & Safeguarding Children Partnership\)](#)
- [Improving the Safety of Women and Girls Action Plan](#)
- Youth Justice Plan 2022-24
- Combatting Drugs Partnership Delivery Plan
- Violence and Vulnerability Reduction Plan
- Integrated Enforcement Strategy
- Community Safety Strategy and Plan
- Violence Against Women and Girls Strategy (in development)
- Modern Slavery Strategy (in development)
- Greenwich Town Centre Nighttime Strategy

The Safer Greenwich Partnership will ensure that the Serious Violence Strategy is considered whenever any of the above are reviewed or refreshed, to ensure ongoing constructive collaboration.

8. CONSULTATION AND ENGAGEMENT



8.1. ENGAGEMENT WITH THE COMMUNITY (INCLUDING YOUNG PEOPLE), VOLUNTARY AND COMMUNITY SECTORS AND LOCAL BUSINESSES

Local communities (including young people), the voluntary and community sector (VCS) and local businesses have a key role to play in violence reduction. We will develop a Royal Greenwich Violence and Vulnerability Reduction action plan to deliver the strategy and it will include a range of activity that involves communities and neighbourhoods in helping to reduce violence.

In developing the local strategy to reduce serious violence, we have drawn on consultation with:

- Royal Greenwich residents, via a web-based survey in September 2023 and a workshop in November 2022
- Students aged 16 to 19 years through workshops at Shooters Hill Sixth Form College in September 2023
- Students aged 15 and 16 years in a workshop at Harris Academy in December 2022
- Female residents in an open meeting about the safety of women and girls in public places, led by Councillors in March 2021
- All residents via a web-based survey in December 2021 to January 2022
- All residents via various methods (consulting on the draft safety plan for women and girls) in March 2022

Some of these consultations were carried out for development of a Royal Greenwich anti-knife campaign (which was live in the second half of 2023) and to develop the Plan for Improving the Safety of Women and Girls, which are both directly relevant to the scope of this strategy.

A face-to-face consultation has also taken place with specific community groups and organisations, including:

- Charlton Athletic Community Trust (CACT)
- Young Greenwich
- Greenwich Nepalese Gurkha Community
- Caribbean Social Forum
- Kidbrooke Community Forum
- The HER Centre
- African Advocacy Foundation
- The Young People’s Action Group (YPAG)

Schools, colleges, and Greenwich University have contributed to the consultation via workshops and focus groups.

The Governors of the three prisons located in Royal Greenwich were also consulted.

The voice of young people will be an important guide for delivery of the strategy, and we will work through a number of channels to make sure that they continue to be heard. We will involve them through the Young People’s Insight and Influence Group, through Charlton Athletic Community Trust (in its commissioned role as provider of the borough’s youth hubs and outreach youth engagement) and via partners delivering varied services for young people as part of “Young Greenwich”.

Local businesses will be able to voice their concerns and contribute to violence prevention and reduction via the recently established Greenwich Business Crime Reduction Partnership and through a refresh of the



borough’s Women’s Safety Charter, to which many businesses and organisations are signatories.

We will work with the network of agencies providing services for Violence Against Women and Girls issues through the borough’s quarterly practitioner forum and will connect with the needs of victims via our established links with the joint user group for the Her Centre and Greenwich Domestic Violence and Abuse Services.

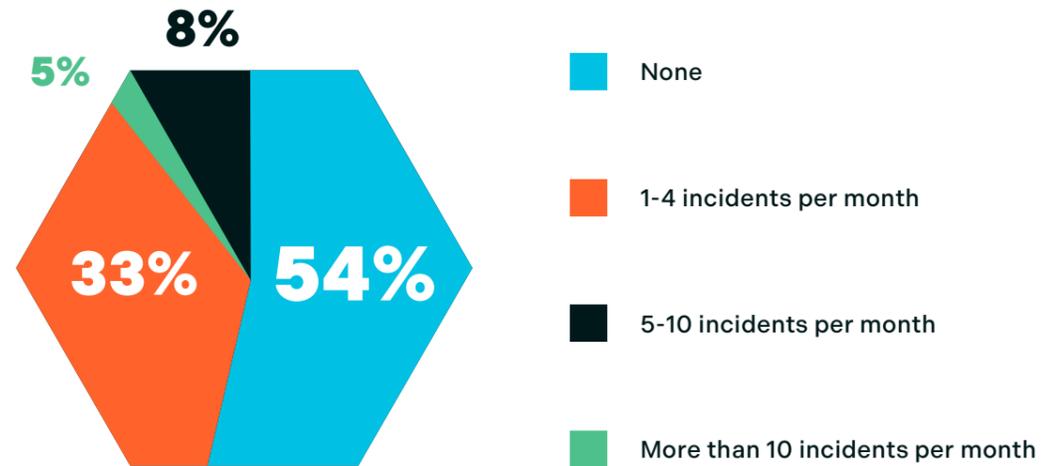
The borough’s community-led Safer Neighbourhoods Board (“Safer Greenwich”) and our Neighbourhood Watch Network are co-opted members of the Safer Greenwich Partnership, together with Charlton Athletic Community Trust and they will all share in its role to direct and monitor delivery of the strategy.

8.2. SERIOUS VIOLENCE

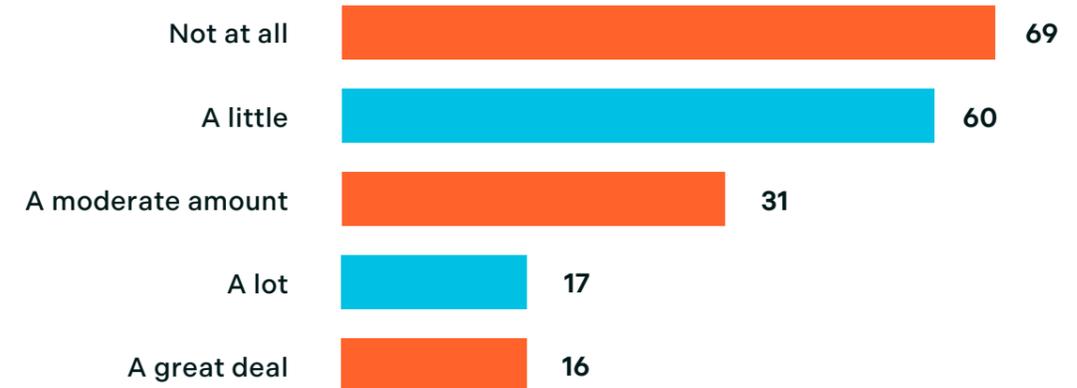
PUBLIC CONSULTATION FINDINGS

The consultation (11 to 30 September) aimed to collect residents' thoughts on serious violence in Royal Greenwich and how it impacts the community. The information from the consultation will be used to influence activity within the Serious Violence Strategy.

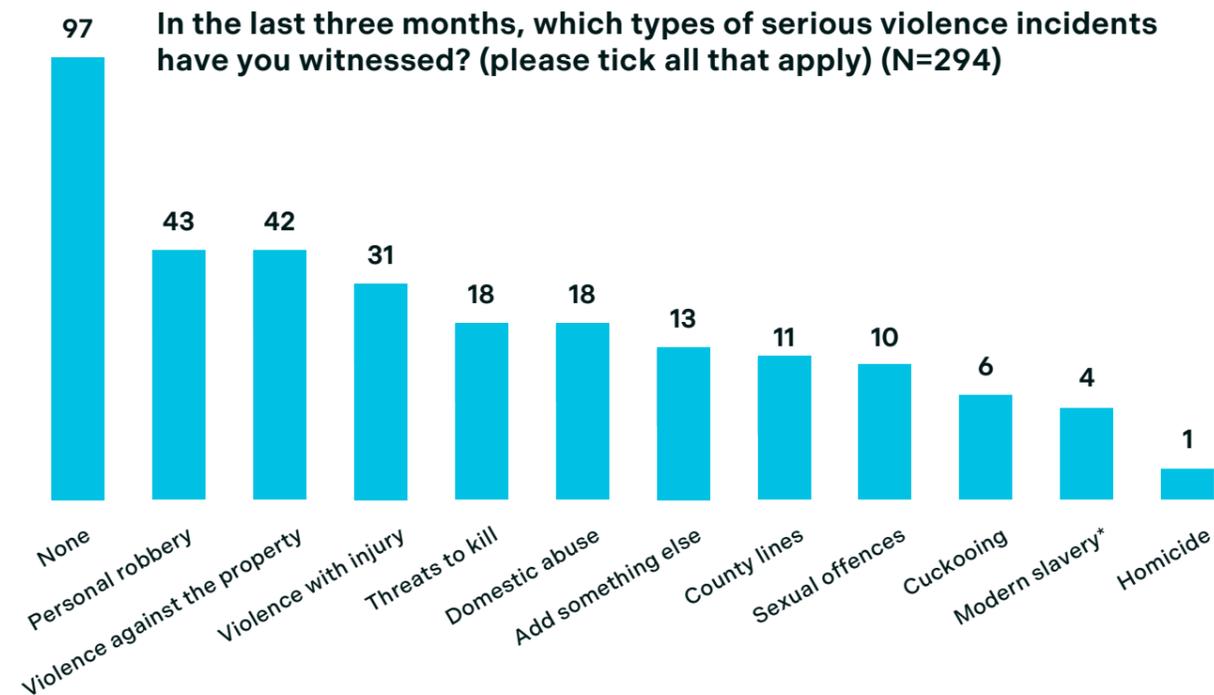
How often do you witness serious violence in your community? (N=242)



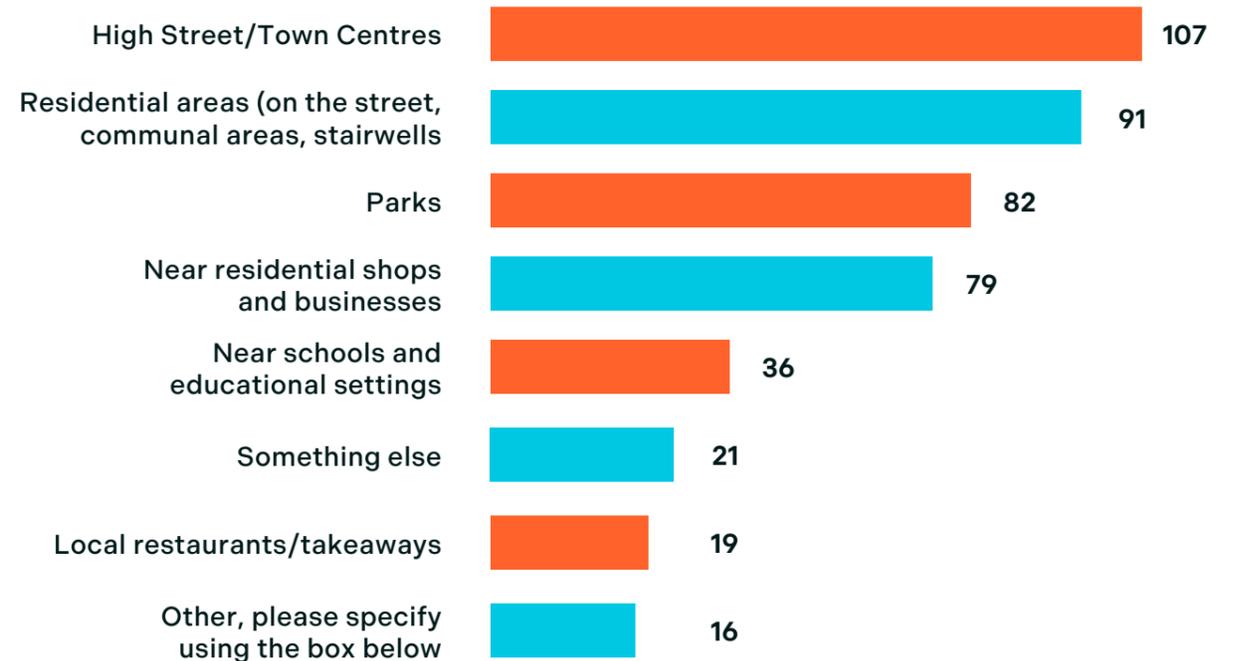
How often are you impacted by serious violence incidents in your community? (N=193)



In the last three months, which types of serious violence incidents have you witnessed? (please tick all that apply) (N=294)



Where do you believe most serious violence in your community takes place? (please tick all that apply): (N=451)



9. FUNDING STREAMS OR RESOURCES USED

BY THE PARTNERSHIP FOR PREVENTION

AND REDUCTION ACTIVITIES

NAME AND SOURCE OF FUND	AMOUNT PER ANNUM	DESCRIPTION OF ACTIVITY	FUNDING BREAKDOWN (IF POSSIBLE)
Serious Violence and Exploitation Coordinator – London Crime Prevention Fund (LCPF)	£51,327	Develops and coordinates partnership safeguarding for higher-risk locations and situations	
Critical Incident Community Response Coordinator – LCPF	£47,912	Leads response to critical violence incidents to support affected communities	
Growing Against Violence programme – LCPF	£28,000	Workshops delivered in schools	
St Giles Trust Mentoring service – Mayor’s Office for Policing and Crime Violence Reduction Unit	£200,000	Mentoring support for at-risk young people	
Turnaround Project – Ministry of Justice	£288,656	Youth crime diversion and prevention	
Pause Project – Royal Borough of Greenwich	£324,340	Supports mothers at risk of repeat removal of children through care proceedings (many with experiences of violence domestic abuse or sexual exploitation)	
SafeCORE project –Royal Borough of Greenwich	£482,300	Works with families affected by domestic abuse	
NHS England – Vanguard project	£105,198	Collaboration with communities to deliver better outcomes for young people	

NAME AND SOURCE OF FUND	AMOUNT PER ANNUM	DESCRIPTION OF ACTIVITY	FUNDING BREAKDOWN (IF POSSIBLE)
Your Choice	£68,518	Testing a cognitive behavioural therapy-based model to encourage young people’s engagement with support	
Support for children affected by domestic abuse – Royal Borough of Greenwich	£65,000	Dedicated children’s Independent Domestic Violence Advocacy	
Support for (adult) victims of domestic abuse – Royal Borough of Greenwich	£100,000	Independent Domestic Violence Advocates and community outreach programme	
VRU Pre-emptive Critical Incident fund	£10,000	To support delivery which aims to prevent incidents from taking place	Total amount since 2021 (2 x £5,000 per bid)
VRU Critical Incident Community Response	£30,000	To support ongoing targeted work with local communities in critical incident locations	Total amount since 2021 (6 x £5,000 per bid)
VRU Community Capacity Building (Abbey Wood Project)	£85,435	Locally designed interventions in a neighbourhood affected by higher and sustained levels of violence, providing capacity building to support incident response in the community and build resilience	
VRU Community Capacity Building (Peninsula Project)	£93,181	Locally designed interventions in a neighbourhood affected by higher and sustained levels of violence, providing capacity building to support incident response in the community and build resilience	

This strategy will be reviewed annually, with the next review due by 31 January 2025.

