



Introduction to the Safer Communities Service and the council's statutory role on crime and disorder

Safer Stronger Communities Select Committee

6th June 2022

- This presentation is an update on one given to the final meeting of the Committee in the previous administration
- It provides an overview of the Safer Communities Service – formerly Crime, Enforcement and Regulation – but focuses on statutory role in Crime and Disorder and an overview of current work including:
 - Reflections on previous Safer Lewisham Plan and the impact of Covid
 - Transforming data into insight
 - Public Health approach to violence reduction
 - Community engagement
 - Work with schools and young people
 - DA/VAWG Strategy
 - Contextual Safeguarding and review of early help
 - Strategic Assessment and review of approach

The Safer Communities Service has a key role in preventing, reducing and responding to risk taking behaviour and crime, and the impact of related harm in relation to vulnerable individuals and communities.

The Service is underpinned by numerous frameworks, which include strategies, legislation, Service Level Agreements through to policy and process. We are accountable to Government agencies, Stakeholders, Members and most importantly residents. Our work is complex, continually changing, informed by research development to ensure best practice.

In October 2021, the Services' name changed as did the focus, which was to combine the benefits of bespoke operational delivery with a new emphasis on expertise and strategic planning in line with the specialist areas within the structure.

Since this time we have facilitated a large scale recruitment campaign in order to strengthen leadership, management and partnership as well as improving the quality of all service delivery through a streamlined service delivery that prioritises proficiency.

Through the implementation of bespoke strands the Safer Communities Service manages the following areas

- Closed Circuit Television (CCTV)
- Community Engagement
- Anti-Social Behaviour
- Licensing
- Prevent
- Statutory Nuisance
- Trading Standards
- Violence Against Women & Girls (VAWG)
- Violence Reduction (Aged 24 & Under)
- Integrated Offender Management

We are committed to providing a resident focused service that improves community cohesion and feelings of safety, through effective strategic direction, underpinned by an efficient and effective front line service.

- The Crime and Disorder Act 1998 as amended by section 97 and 98 of the Police Reform Act 2002, places a requirement on Community Safety Partnerships (CSP) (In Lewisham, the Safer Lewisham Partnership) to develop a three year Crime and Disorder Strategy which sets out how crime and Anti-Social Behaviour will be tackled
- Community Safety Partnerships must produce a Strategic Assessment to ensure emerging community safety trends are captured, and priorities are refreshed where necessary
- Lewisham Council and the Safer Lewisham Partnership have a statutory obligation to analyse crime and disorder problems in the borough and agree priorities for action
- The most recent plan was agreed in 2019 and a new plan is in development for the end of 2022 following an overarching Strategic Assessment undertaken in 2021 and an ongoing review of the borough's approach to tackling youth violence due to report in mid 2022.
- The timing of the new plan also takes account of the impact of the Covid on direct service delivery and the timing of the Lewisham Mayoral and Council elections.

- Adopting a public health approach to tackling violence
- Making Lewisham a trauma informed borough
- Place equal focus on victims and perpetrators to help support and bring about positive change
- Working with colleagues in **other London boroughs** on this agenda to share practice and findings will help to build the evidence base and opportunities for collaborative working.
- Working with the **London Mayor's office for policing and crime (MOPAC)**
- Working at a **National level** to influence policy and bring about whole scale change is something we will continue to do working with colleagues in the Ministry of Justice, Home Office, National Crime Agency, and Department of Education
- All of these remain significant workstreams although progress has been slower than expected due to Covid and significant organisational changes across the partnership.

All of the previous work is ongoing but we are transforming our use of data to both inform priorities and track performance. We will align our work with the corporate Data Strategy and in addition aim to:

Improve Data Foundations

- Assess and improve data quality and storage
- Investigate untapped sources of information to fill in knowledge gaps (qualitative and quantitative)
- Upskill colleagues in:
 - data literacy
 - analytical software

Incorporate Intelligent Design

- Centralise disparate sources of information
- Automate repetitive processes
- Translate data to insight through clear communication, visualisations and dashboards
- Deploy cutting-edge analytical tools for deeper analysis where required

Target Insight

- Use knowledge of trends over time and current patterns to:
 - identify specific areas of concern
 - provide evidence for particular strategies
 - to direct policy change
- Use data responsibly, recognising the limitations as well as the benefits

Share and Collaborate

- Work with and learn from:
 - The LBL Insight Team and council specialists
 - Other local authority analysts and pan-London working groups
 - Community partners such as the MPS

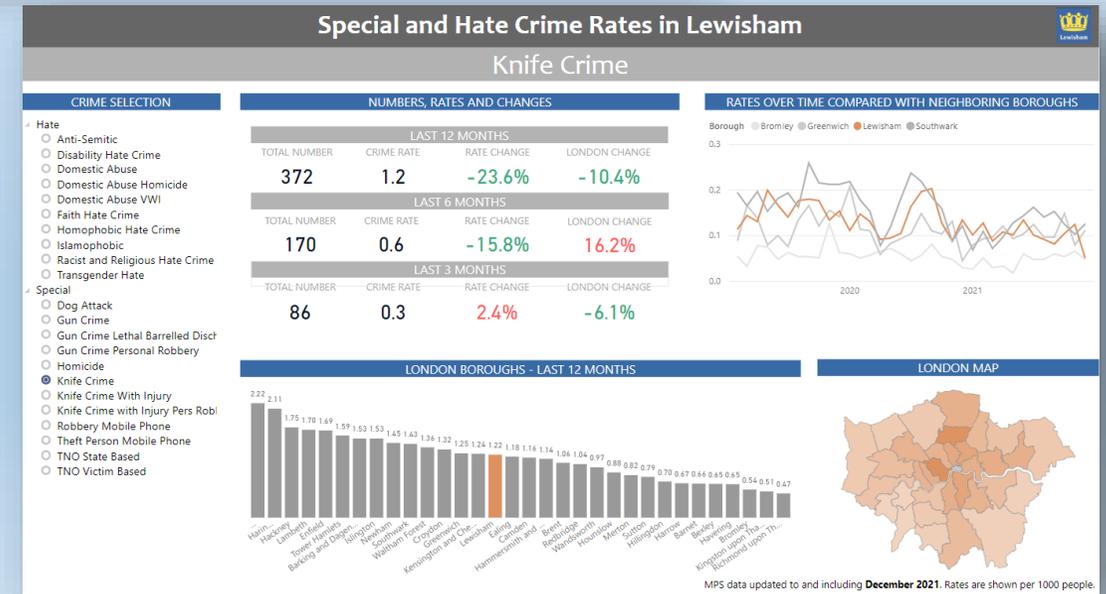
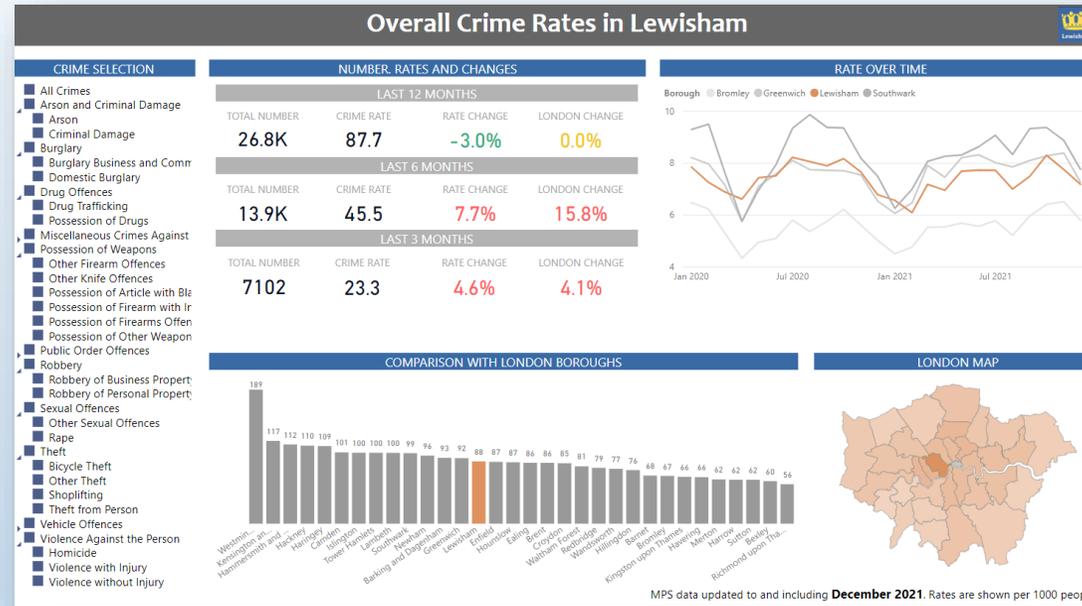
- **Optimise dashboards** to bring together and visualise data in a way that is useful and insightful, for example:
 - Concern Hub
 - Stop and search disproportionality
 - MPS Lewisham crime dashboard
 - Partnership notifications
- Identify and include information at a local level - **hotspots**
- Examine population sensitivity of stop and search disproportionality results
- Centralise other crime data sources such as **Modern Slavery** data and **Domestic Abuse** data; make more of the information already stored
- Keep **building relationships with the MPS** and increase access to useful, specific crime data
- Continue to attend **pan-London analyst partnership meetings** to learn about current issues or solutions
- Audit enforcement data & suggest recommendations to improve **data quality**
- **Deep-dive into ASB** across the borough – currently held in many locations and various reporting methods
- Build evidence base for **Public Space Protection Order** application

The Crime Dashboard includes information for main-crime and sub-crime categories, as well as those classified as Hate and Special crimes.

Currently includes information on trends over time, changes in crime rates over different periods of time, and comparisons with other London boroughs for context.

Other layers will be included to show hotspots of concern within Lewisham.

Data are retrieved from the MPS and visuals updated automatically.



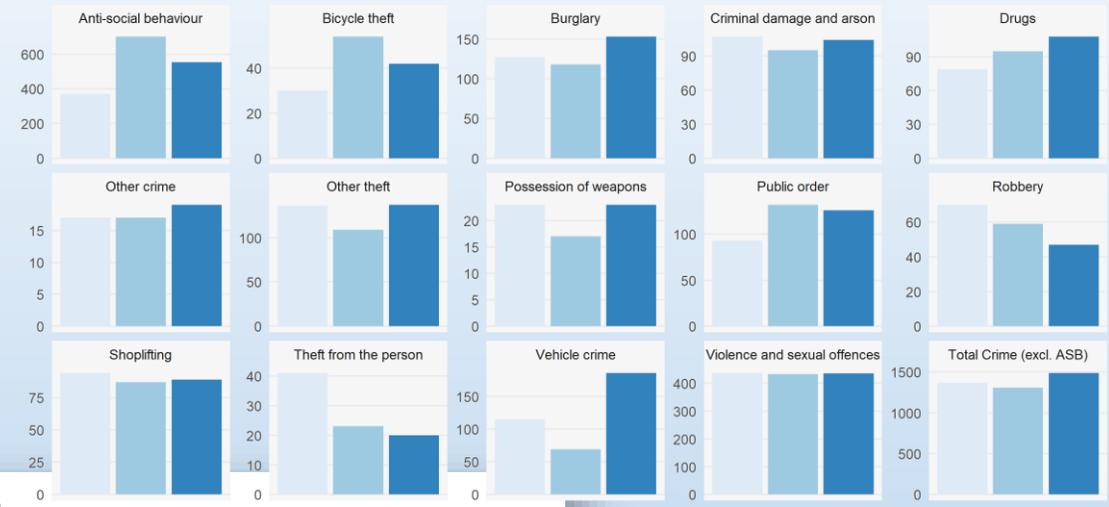
Ad hoc investigations undertaken into trends in certain locations and specific crimes requested for evidence to support grant bids or by residents.

Total Crime
Crime rate per 1000 people (12 month period to Aug 2021)



Source: police.uk

Criminal Offences in Rushey Green
Comparison of six month period March to September for 2019, 2020 and 2021



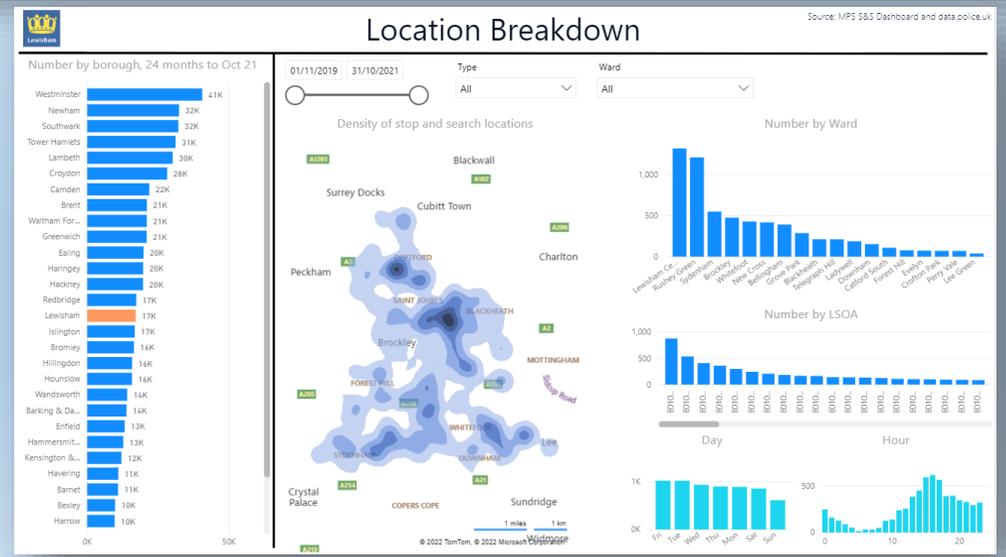
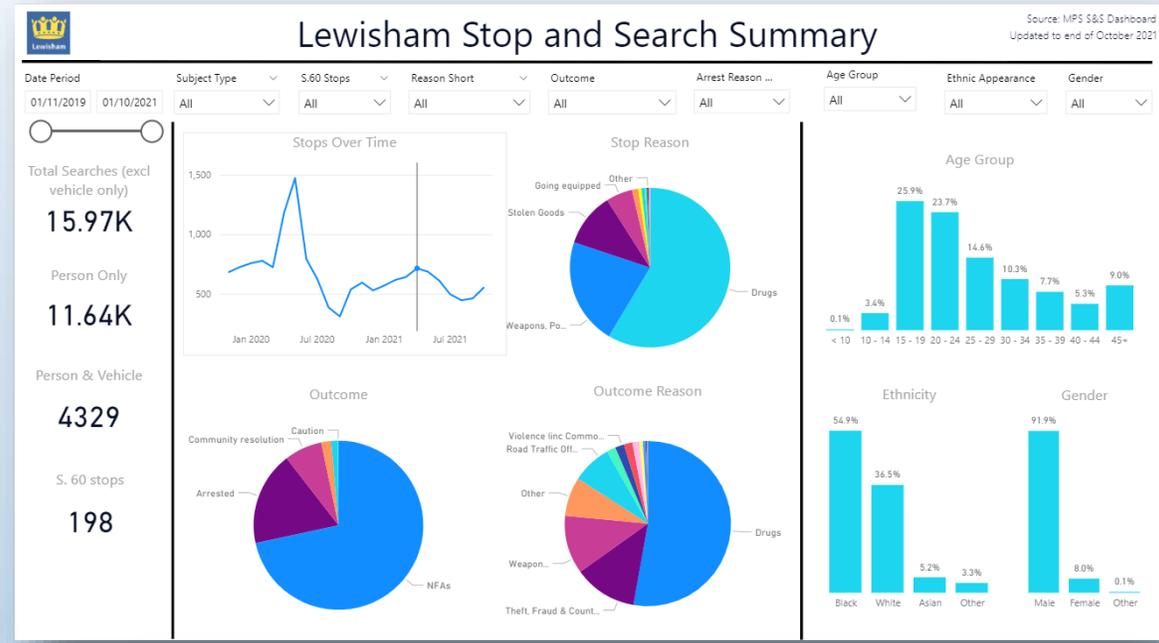
Crime rate by ward: Total Crime (excl. ASB)
Monthly values (blue) and trend (orange) to Sep 2021



Data to Insight: Investigating Stop and Search Disproportionality

Dashboard created to visualise trends in stop and search data, understand who is being stopped and for what reason, and where.

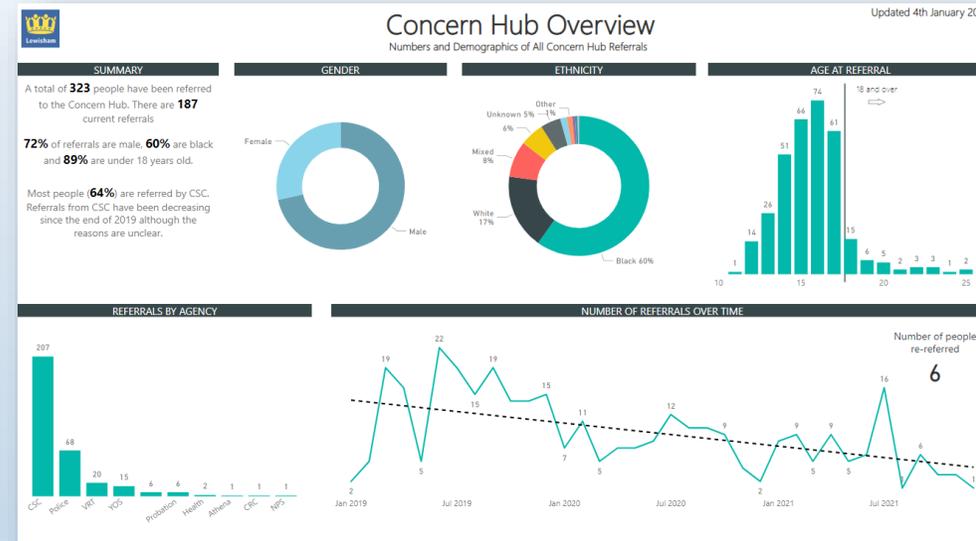
Analysis to be completed on differences between 'people' and 'people and vehicle' searches, and the impact of different measures of population.



Data to Insight: Visualising Concern Hub Referrals

Concern Hub data transferred into a dashboard to help visualise the trends in referrals over time, understand the people being referred into the Hub and their current status.

Additional information will be incorporated to measure success and efficacy of the Hub.



What is a Public Health Approach?

- Science-driven
 - Population-based
 - Interdisciplinary & cross sector
 - Extends better care and safety to entire populations
 - Considers violence as the outcome of multiple risk factors and causes
-
- **What Steps are Necessary?**
 - Define the Problem
 - Identify Risk & Protective Factors
 - Develop & Test Prevention Strategies
 - Dissemination, Implementation and Evaluation

STRENGTHEN

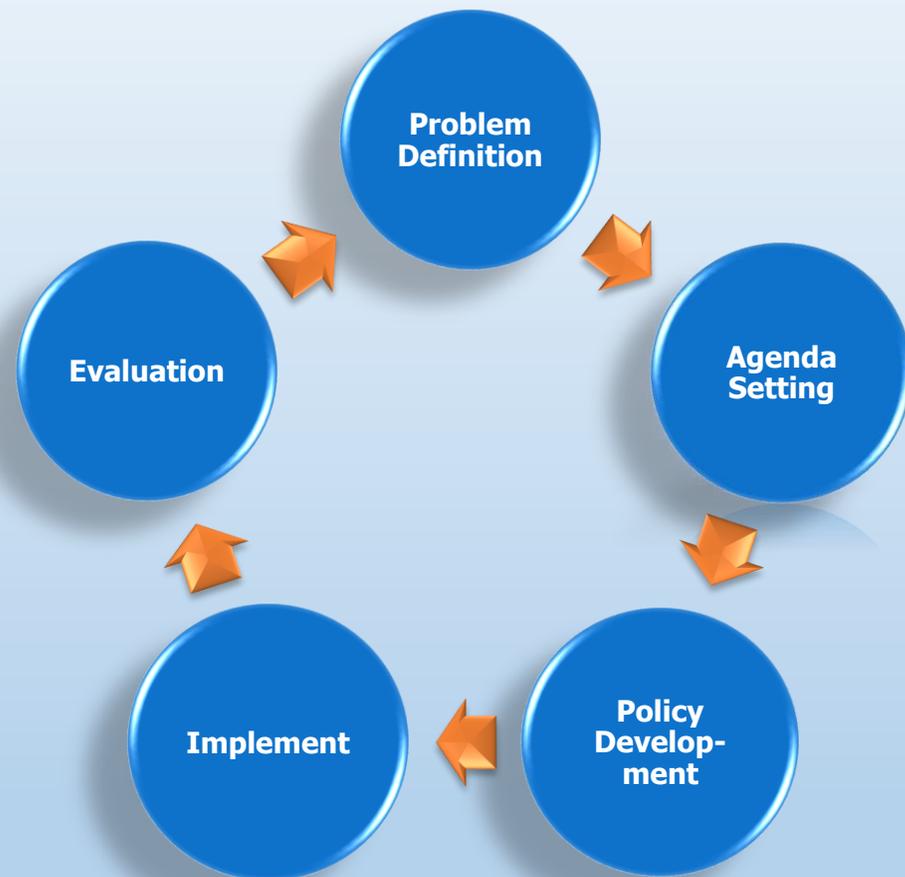
Performance Management Framework

EMBED

Key Performance Indicators & Management Information

ENSURE

A Whole Systems Approach



Original PH Approach Workstreams

1. Domestic Violence (DA) and Violence Against Women and Girls (VAWG)
2. Child Exploitation
3. Reducing Exclusions
4. Reducing Disproportionality
5. Community Engagement (Inc. Champions)
6. Mentoring
7. Creating Safe Community Spaces
8. Targeted Hotspot work
9. Empowering Communities and the Voluntary Sector

Community Engagement

Trauma Informed Training

Unconscious Bias Training

Child Exploitation Strategy

Early Help & Prevention Improvement

Domestic Abuse/VAWG Strategy

Training in Restorative Justice Approaches

Modern Slavery and Trafficking Network

Reduction in Exclusions

Community Champions trained in appreciative enquiry

Strategic Needs Assessment informing Service Delivery

Collaborative Partnership Development

Data Scientist Recruitment

- Twice weekly with the Police meetings covering:
 - Locations of risk
 - Individuals of risk
 - Community impact and tensions
 - Communications and engagement
- Partnership operations – Council, Police & Health
- Development of detailed dashboard and monitoring frameworks
- New strategies - Early Help, Child exploitation
- Ensuring coordination of strategies and action plans across the Council that focus on contextual harm
- New 5-year DA/VAWG Strategy

Corporate Priority 7: Building safer communities

Objective: develop a public health approach to youth violence and knife crime that looks at tackling the root causes

Work stream 1: Domestic Violence (DA) and Violence Against Women and Girls (VAWG)

Responsible Officer:
Jannet Hall

Work-stream aims	Key outcome measures	KPIs for scorecard/dashboard (sample)	Data Source	Frequency
<ul style="list-style-type: none"> Prevent violence and abuse through early intervention and education. Providing support that keeps individuals and their families safe from harm. Providing longer-term support to enable recovery following abuse Holding perpetrators to account whilst providing opportunity for change and support Working in partnership across agencies and with the community, to ensure our response to abuse is integrated, innovative and inclusive 	<ul style="list-style-type: none"> Increased identification and reporting, including increase in number of domestic abuse incidents reported to the Police, increase in number of referrals made to MARAC, and increase in number of self-referrals or referrals from family and friends to the Athena Service. Decrease in repeat victims including repeat MARAC cases and repeat presentations to Housing for victims of domestic abuse Increase in number of domestic abuse incidents reported to the Police where coercive control is identified Increase in the percentage of referrals to the integrated VAWG service for victims that have care and support needs, are marginalised or are from protected groups. Increase in the percentage of incidents where the perpetrator is charged and decrease of incidents withdrawn Increase in use of Domestic Violence Protection Orders, FGM Protection Orders and Forced Marriage Protection Orders 	<ul style="list-style-type: none"> No. of domestic abuse incidents responded to by the Police No. of MARAC referrals No. of self-referrals to Athena No. of family/friend referrals to Athena No. of MARAC referrals that are repeat victims No. of repeat victims (Police) No. of domestic abuse incidents reported to the Police where coercive control is identified % of VAWG service users reporting an end to all types of abuse and controlling behaviours % of domestic abuse incidents where perpetrator is charged No. of families supported by the Family Thrive Team, where domestic abuse is a concern No. of referrals to school as part of Operation Encompass No. of child and family assessments completed by CSC where domestic abuse is a concern 	<ul style="list-style-type: none"> Police Housing Services Athena Service MARAC Children's Social Care Family Thrive 	<p>Quarterly</p>

Lewisham Domestic Abuse and Violence against Women and Girls Strategy 2021–26

Summary



Priorities

Our five priorities for tackling domestic abuse and violence against women and girls (VAWG) are:

- 1 Prevent**
Preventing violence and abuse through early intervention and education.
- 2 Protect**
Providing support that keeps individuals and their families safe from harm.
- 3 Recover**
Providing longer-term support to enable recovery following abuse.
- 4 Pursue**
Holding perpetrators to account whilst providing opportunity for change and support.
- 5 Partnership**
Working in partnership across agencies and with the community, to ensure our response to abuse is integrated, innovative and inclusive.

Survivors of abuse in Lewisham told us that:

- “ There isn't enough understanding of coercive control amongst professional and in the community, including what this looks like and the huge impact it can have.
- “ There is a lack of awareness in the community about how to get support for victims.
- “ There is not enough support to help survivors and children to recover from abuse.
- “ It is really important for professionals to have the courage to ask difficult questions and genuinely understand the problem.
- “ Empathy, compassion and respect are valuable qualities for professionals to hold when working with victims and their families.

Our action plan for the next five years is:

1

Priority 1: prevent

We will:

- Deliver public campaigns which raise awareness of abuse and how to get support
- Produce a specific campaign focused on coercive control highlighting our zero-tolerance approach
- Develop a toolkit for primary and secondary schools to strengthen their delivery of healthy relationships education
- Deliver training to staff working in Lewisham on spotting the signs of abuse and responding safely
- Work with community organisations to deliver training that recognises cultural difference in identifying and responding to VAWG

2

Priority 2: protect

We will:

- Continue to commission a community-based specialist VAWG service, including refuge provision for victims feeling abuse
- Continue to deliver gold-standard Multi-Agency Risk Assessment Conferences for high-risk victims
- Enact the changes within the Domestic Abuse Bill
- Ensure that domestic abuse is a priority for our new Early Help Service – Family Thrive
- Ensure implementation of Domestic Abuse Housing Alliance Accreditation within Lewisham Housing
- Ensure services across Lewisham use routine screening for domestic abuse, and develop a process for auditing this, in partnership with survivors

3

Priority 3: recover

We will:

- Ensure all services respond in a trauma-informed way when supporting victims of abuse, to prevent repeat victimisation
- Maintain provision of evidence-based recovery programmes for victims and their children
- Create forums for professionals to enable peer supervision and reflection
- Develop a practical tool to be used by agencies when ending their involvement with victims, to enable access to follow-up support
- Work with the specialist VAWG service to facilitate the development of survivor peer support networks

Our action plan for the next five years (continued)

4

Priority 4: pursue

We will:

- Continue the use of tenancy enforcement tools and Sanctuary Schemes, to create safety for victims within their homes
- Increase the use of protection orders, including Domestic Violence Protection Orders, FGM Protection Orders and Forced Marriage Protection Orders
- Establish an advisory hub for professionals to provide them the skills and confidence to work with perpetrators
- Seek external funding to commission holistic support programmes for perpetrators of abuse
- Develop a toolkit for non-specialist staff focusing on working with fathers and partners that are perpetrators of abuse

5

Priority 5: partnership

We will:

- Establish a Survivor Advisory Group responsible for providing scrutiny of the strategy, feedback on services, and co-production of campaigns, training and tools
- Create a space for professionals to share best practice tools and techniques and reflect on the experience of supporting victims and perpetrators
- Evaluate the impact of the Domestic Abuse Advisory Hub pilot within Children's Social Care, and aim for long-term delivery
- Use tools and processes to capture the voices of children and young people affected by domestic abuse, when evaluating services and programmes
- Ensure that Lewisham Council and other key partner agencies have a Domestic Abuse Policy for staff affected by domestic abuse

The next slides provide an update on work underway following the launch of the Domestic Abuse and VAWG Strategy in December 2021.

Strategy Action: Develop tools and training for primary and secondary schools to strengthen their delivery of healthy relationships education as part of the RSE curriculum, including to give them the confidence and skills to discuss issues of VAWG and domestic abuse.

Lewisham Public Health commissioners are working with Lambeth and Southwark to commission a specialist provider to deliver training and resources to secondary and special schools around sexual health and relationships teaching and behaviour. The support programme will go live on the 1st of April and for one year until March 2023. Domestic and VAWG will be included within the scope of this project, and a toolkit will be produced to help schools to teach and discuss this issues with pupils past the lifetime of the contract.

DA Schools Policy
Healthy Relationships Programme

Strategy Action: Develop resources to support agencies to implement routine enquiry for VAWG, and then develop an auditing process to assess the use of routine enquiry and the effectiveness of response to disclosures.

A project group bringing together staff across LBL, SEL CCG and health providers, is developing a survey to identify barriers to conversation and training needs amongst staff. Lanyards for practitioners providing cues around appropriate language and lines of questioning are being printed, and will be distributed to partner agencies across the borough, including health, social care, supported housing, and substance misuse services. A poster to raise awareness of coercive control is also in development.

Strategy Action: Develop and implement a Lewisham-specific domestic abuse policy, relating specifically to the workforce

The need for a wrap-around domestic abuse policy for Lewisham staff has been identified, which includes how staff can safeguard colleagues that make disclosures. This is currently in draft and the next step is for it to go through a process of consultation.

Strategy Action: Deliver and evaluate the Domestic Abuse Advisory Hub

LBL Children's Services have established the **Domestic Abuse Advisory Hub**, a panel with membership from Specialist Social Workers, a Father's Worker, IGVA, and Coercive Control Expert. The Hub brings together multi-disciplinary staff to provide a whole-family perspective on challenging cases presented by Social Workers. The Hub has received overwhelmingly positive feedback from Social Workers and has been shown to have a positive impact on Social Work practice with families affected by domestic abuse. With grant funding for this initiative coming to an end, LBL are considering how we continue to deliver the Hub within mainstream provision.

In addition, Children's Social Care have established a consultation offer for Social Workers, delivered by two Advanced Practitioners in Domestic Abuse. In 2021, advisory and practical support was provided to 77 cases of families affected by abuse on Child in Need and Child Protection Plans.

Across these interventions, an improvement in the skills, confidence understanding of Children's Services staff has been observed, including; improved safety planning for children and parents, improved confidence and skill of staff when working with fathers who are perpetrators, more appropriate use of language, improved awareness of staff in identifying risk signs, and increased use of evidence-based tools and techniques when supporting families.

An independent evaluation by the Anna Freud Centre is due to be published in Spring 2022.

Strategy Action: Train local multi-agency staff in a range of evidence-informed approaches to working with children, young people and families affected by domestic abuse

In 2021 LBL trained 92 staff across five programmes; the Children Overcoming Domestic Abuse programme, The Freedom Programme, Caring Dads and Escape the Trap. The majority of staff were from Children's Services, however 23 were from within partner agencies across Lewisham. 16 staff have gone on to deliver these programmes with local families. Additional training has been delivered to Social Workers on working with men in the Children's Social Care system, in response to skill gaps identified.

Domestic Abuse Advisory Hub 2021	
DA Advisory Hub sessions held	23
Cases discussed	52
Social Workers attended	39
Total number of children in cases discussed	160
6-week follow up	
Recommendations from Hub progressed by SW	81%
Recommendations from Hub discussed in subsequent supervisions with SW	77%
Recommendations discussed with family and reflected in an updated Child In Need/Child Protection Plan	65%
Recommendations have informed the focus of subsequent work with the family	56%
Evidence of improved engagement with fathers and partners	46%

Strategy Action: Establish an Equality, Diversity and Inclusion Board to ensure we embody equality, diversity and inclusion-led best practice across the VAWG partnership

Job descriptions are being drafted to recruit community-elected representatives to a new EDI board, including linking with individuals and organisations that represent marginalised groups, such as LGBTQI, NRPF, and those with disabilities. These representatives will be upskilled in domestic abuse awareness so that this knowledge can be cascaded at a community level.

Strategy Action: Perpetrators are offered help to address their behaviour at the earliest opportunity, to prevent ongoing violence

LBL are working with local Met Police to develop and distribute materials promoting behaviour change. This will be distributed within custody suites and to those arrested and detained in connection with alleged domestic abuse related offences.

Strategic Action: Review the current Multi-Agency Risk Assessment Conference (MARAC) process and implement improvements to address gaps identified

An audit has been undertaken of the current arrangements and a number of changes implemented in response to this. These include; implementation of an amended referral form designed to improve the quality of initial referral(s), due diligence and effective multi-agency working, a new minutes template developed and implemented, transition to a bi-weekly MARAC designed to reduce single sitting case numbers, and bring about safe hearing practices, and a reduction of attendees to include only those with key case contributions.

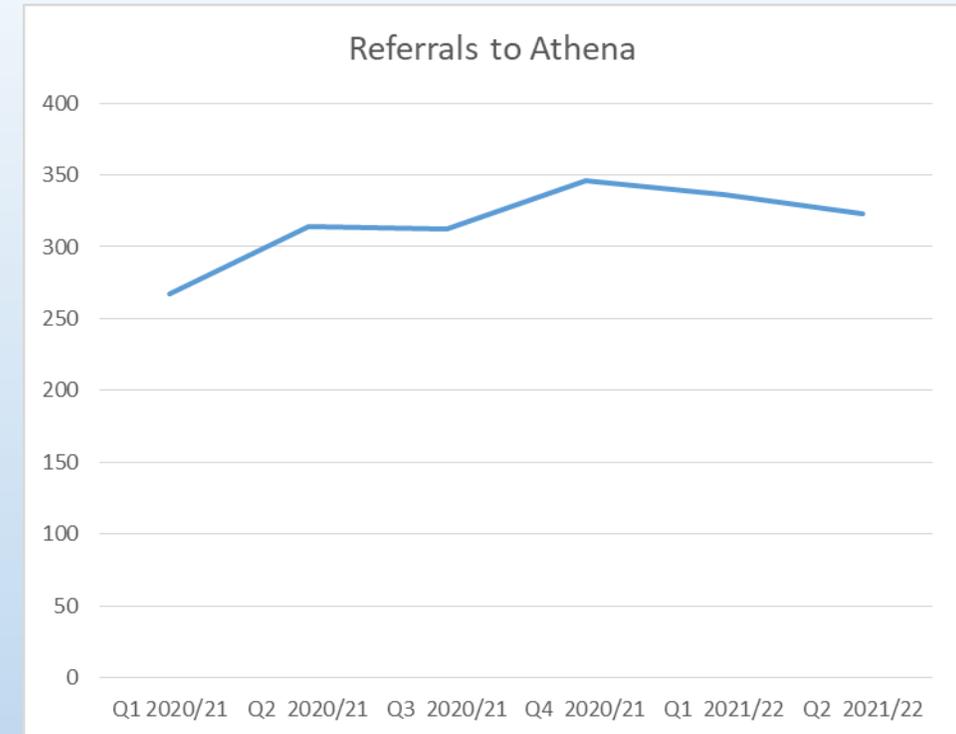
Strategy Action: Improve practice of partner agencies in relation to the MARAC process

MARAC Presentation Training is in development and will be delivered to all partners, alongside delivery of core training around domestic abuse. Practice guidelines will be set out for all partners.

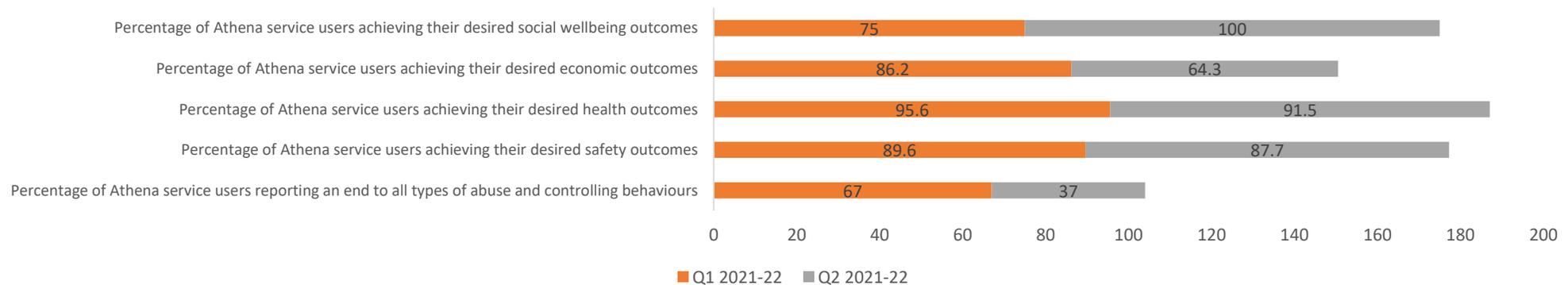
Strategic Action: Improve routine contract and performance monitoring of community-based specialist VAWG service and refuge provision.

An initial contract review and audit of the Athena service has been completed, and a Service Improvement Plan is being developed with the provider to address identified gaps. LBL will be working with the provider increase opportunities to publicise and promote public confidence in Athena within the Lewisham partnership. Planning for a review and audit of all Lewisham refuges is also underway.

Referrals to the Athena service increased steadily throughout 2020, peaking between January to March 2021. Since this they have been gradually decreasing.



Athena outcomes %



Met Police data on Domestic Abuse

Police data on Domestic Abuse includes any crime reported to the Police and includes the categories 'Domestic Abuse with injury', 'Domestic Abuse without injury' and Domestic Abuse Homicide'.

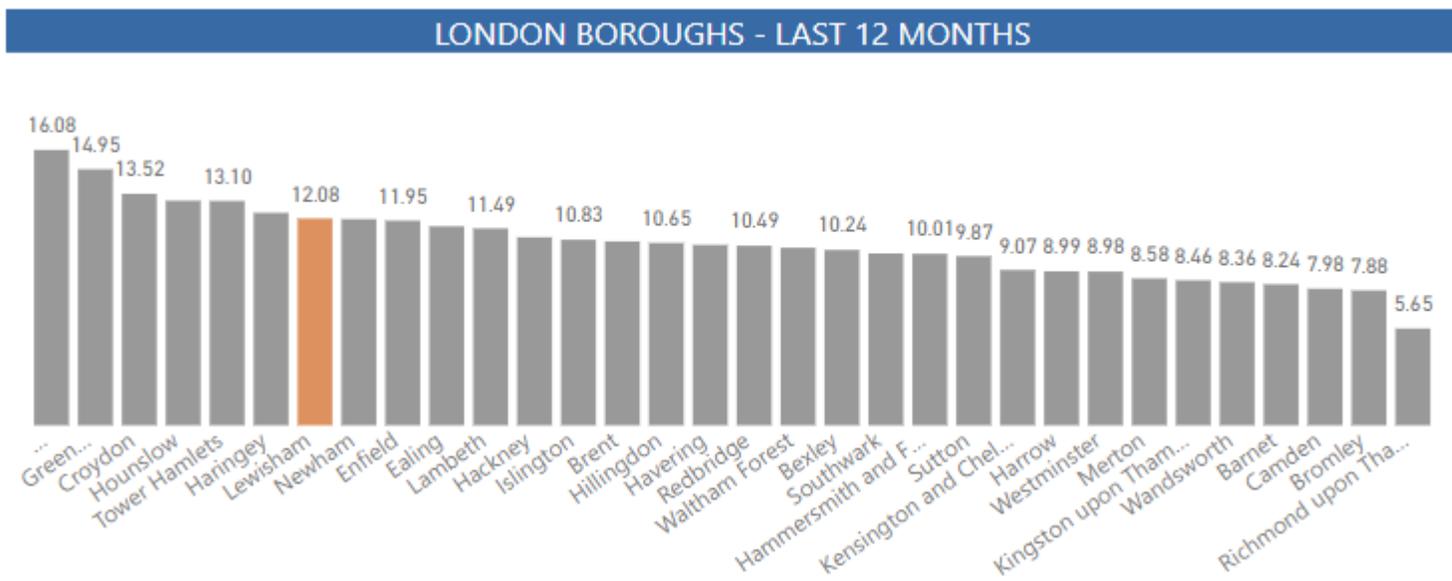
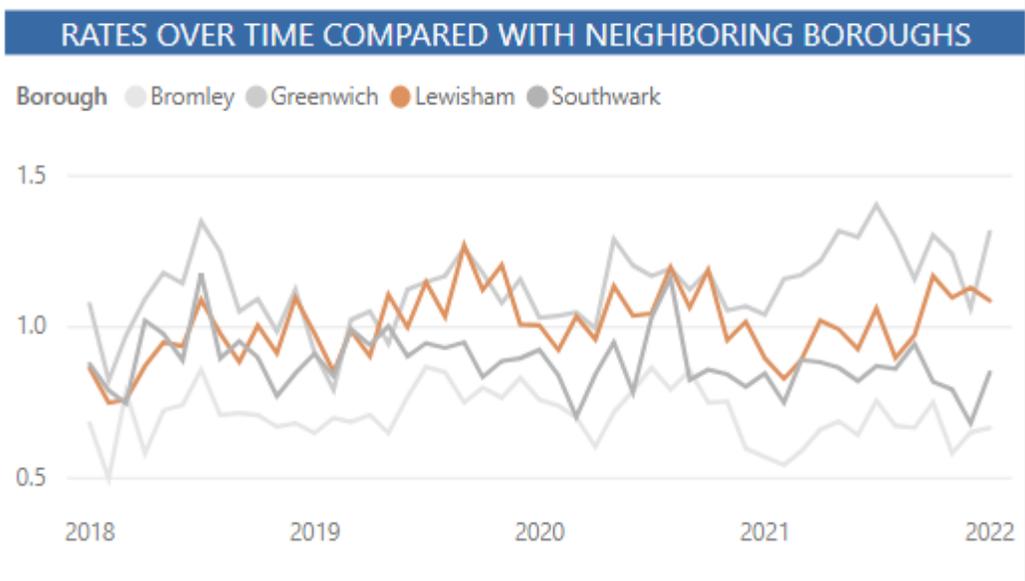
Data shows that reports of domestic abuse crime in Lewisham through the majority of 2021 were lower than the previous two years, however they have increased over the last quarter of 2021.

Lewisham has the 7th highest level of domestic abuse crime in London. This increase in the Lewisham domestic abuse crime rate has not been observed across London as a whole, where the crime rate appears to be decreasing over the last three months.

On average Lewisham has higher domestic abuse crime rates than Bromley and Southwark, but lower than Greenwich.

Strategy Action: LBL are working with the Met Police to increase the to volume and depth of data provided around domestic abuse crime, including to include demographic information on victims and perpetrators to provide a richer understanding of patterns and profiles of abuse in Lewisham

NUMBERS, RATES AND CHANGES			
LAST 12 MONTHS			
TOTAL NUMBER	CRIME RATE	RATE CHANGE	LONDON CHANGE
3687	12.1	-3.1%	1.9%
LAST 6 MONTHS			
TOTAL NUMBER	CRIME RATE	RATE CHANGE	LONDON CHANGE
1940	6.4	11.0%	1.2%
LAST 3 MONTHS			
TOTAL NUMBER	CRIME RATE	RATE CHANGE	LONDON CHANGE
1012	3.3	9.1%	-2.8%



Corporate Priority 7: Building safer communities

Objective: develop a public health approach to youth violence and knife crime that looks at tackling the root causes

Work-stream 2 : Child Exploitation

Responsible Officer: Mick Brims

Work-stream aims	Key outcome measures	KPIs for scorecard/dashboard	Data Source	Frequency
<p>Prevent, Protect, Pursue and Repair</p> <p>Leadership and workforce development</p>	<ul style="list-style-type: none"> Improve early identification of children who are at risk of exploitation or being exploited in Lewisham (e.g children missing from school, gangs) Reduce exclusion Prevent vulnerabilities from escalating into social or educational exclusion, neglect and abuse Leadership and workforce development (workforce training, modelling around trauma, use common language that people identify with, reduce unconscious bias) 	<ul style="list-style-type: none"> Total CSE Reports (quarterly) Total number of homelessness applications where applicant is at risk of/has experienced sexual abuse/exploitation Total Children/Young People known to be exploited via CCE/County Lines No. children aged 0-17yrs identified as an 'Exploited Person' by MPS No. children aged 18-24yrs identified as an 'Exploited Person' by MPS Total missing/absent reports for children and adults Number of reports of young people reported missing to police % CYP missing episodes vs all missing episodes No & % of staff who have received cultural competence, unconscious bias training. 	<ul style="list-style-type: none"> Children's Safeguarding Police crime data 	<p>Monthly</p> <p>Quarterly</p>



Youth Offending Service

- Continues to achieve higher reductions in re-offending compared to family boroughs
- Lowest level of remand and custodial sentences ever recorded
- Young people reported high levels of safety, comfort and trust when attending the YOS. 95% surveyed feel 'safe,' 97% feel 'comfortable,' 100% of young people feel they can trust their YOS worker. (Goldsmiths Evaluation 2019)
- Recognised by London councils as best practice for London in establishing a culturally competent approach to youth justice (London Councils website)
- In 2020 Lewisham YOS won the Municipal Journal National award for workforce transformation recognizing the value of Lewisham's Whole System Model
- HMIP Inspection (thematic 2021) on the needs of Black and Mixed heritage boys in the Youth Justice System highlighted Lewisham for the clear anti-racist strategy and commended our culturally aware family therapeutic approach

Adolescent Safeguarding

- New Child Exploitation Strategy for interventions that PREVENT, PROTECT, RESTORE, PURSUE
- Preventing child exploitation and harm through system wide change that embeds contextual safeguarding practice
- Review and re-invention of our Concern hub panel and systems in line with pan-London MACE protocols
- Concern hub partnership has developed a Contextual Safety-restorative practice approach piloted in select Lewisham's schools to help pupils build sustainable relationships with peers and staff and to address the relational and contextual harms.
- Implementation of the new Home Office pan-London 'Your Choice' CBT program building on existing trauma-informed and therapeutic approaches

Corporate Priority 7: Building safer communities
Objective: develop a public health approach to youth violence and knife crime that looks at tackling the root causes

Work-stream 3: Reduce Exclusion **Responsible Officer: Ruth Griffiths**

Work-stream aims	Key outcome measures	KPIs for scorecard/dashboard	Data Source	Frequency
<ul style="list-style-type: none"> Ensure appropriate support is in place to reduce permanent exclusion and fixed exclusion rates. Leadership and workforce development 	<ul style="list-style-type: none"> Reduce rate of permanent exclusions Reduce rate of fixed period exclusions Reduce the underlying issues that lead to exclusion Restore relationship with schools Leadership and workforce development (workforce training, modelling around trauma, use common language that people identify with, reduce unconscious bias) 	<ul style="list-style-type: none"> No & % of primary/secondary exclusions by protected characteristics, such as disability, gender or race No & % of primary/secondary fixed period exclusion by protected characteristics, such as disability, gender or race No & % of primary/secondary exclusions by reason for exclusion protected characteristics, such as disability, gender or race and by academic year Proportion of Primary/secondary exclusions by ethnicity, gender and SEN (per 1,000) and academic year No & % of staff who have received cultural competence, unconscious bias training. 	<ul style="list-style-type: none"> School Census Exclusions Annual report 	<p>Per School Term</p> <p>Annually</p>

In 2020/21 there continues to be decrease, by **35 per cent**, in the number of permanent exclusions from Lewisham schools. Although exclusions continue to be disrupted by Covid-19, the collaborative approach in Lewisham, the efforts of Lewisham Secondary schools to avoid last resort approaches, the work of the Fair Access Panel and the Inclusion Partnership is still having a positive impact. Since 2016-17 there has been a 84% decrease in permanent exclusions.

Year	2020 /21	2019 /20	2018 /19	2017 /18	2016 /17
Permanent exclusions	11	17	19	43	63

In schools and further education and skills providers, leaders, governors and managers should assume that sexual harassment, online sexual abuse and sexual violence are happening in and around the setting, even when there are no specific reports. They should put in place a whole-establishment approach to address them.

(Ofsted Framework, Sep 2021)



“Assume that sexual harassment,
online sexual abuse and
sexual violence is happening”





- Ongoing all-schools briefings - contextual safeguarding and next steps.
- Half day workshop, Nov 21- schools SG team/ VR team
- Self assessment tool
- Commissioned offer - one day consultant support for targeted schools, to support embedding contextual safeguarding.
- Public Health lead- regular updates to RSHE curriculum portal- to ensure up to date resources available (informed by resources school have tried & tested)
- Parents in the community- continue to offer an promote Parent Zone
- Community safety officer, specialist in tech abuse offer to schools
- Engaging governors around changing school culture and identifying positive cultures. (Jan 22)
- Toolkit for schools (Brook Traffic light Tool- interim)
- Contextual safeguarding portal
- Immersive safety approach
- Link to Domestic Abuse and Violence Against Women and Girls Strategy
- One in Four, specialists in harmful sexual behaviour- link into schools.
- Preventative approach to looking at misogyny at primary school level.
- Capture CYP voice

Corporate Priority 7: Building safer communities

Objective: develop a public health approach to youth violence and knife crime that looks at tackling the root causes

Work-stream 4: Reduce Disproportionality

Responsible Officer: Keith Cohen/Jannet Hall

Work-stream aims	Key outcome measures	KPIs for scorecard/dashboard	Data Source	Frequency
<ul style="list-style-type: none"> tackle the issue of trust in the legal system work with the police to ensure that stop and search is used in a responsible intelligence-led manner. (reduce no of ineffective stop & search) Ensuring child protection measures are proportionate to prevent over representation in the criminal justice system. Understand client journey. Leadership & Workforce development 	<ul style="list-style-type: none"> Reduce over representation of Black children in the criminal justice system Reduce disproportionality in vulnerability to criminality (e.g reduce school exclusions) Prevent children coming into the criminal justice system. Reduce knife crime Reduce disproportionality in health – (particularly mental health) Increased trust in the system Improve access to psychological services and therapies for Black children Leadership & workforce development (workforce training, modelling around trauma, use common language that people identify with, reduce unconscious bias) 	<ul style="list-style-type: none"> Proportion of young black people in the system as a proportion of the population. No & % of reported successful stop & search cases by demographic (e.g race, age, gender), location, region, reason No & % of knife crime related incidences by race, age, gender, area Reason of access to A & E by related incident, race, age, gender. Proportion of recorded cases by medical condition, type of crime, relation to victim) by race, age, gender, area, No & % of children in concern hub by race, age, gender, disability, family status, housing status, reason No & % of School exclusions by of ethnicity, race, age, gender, SEN No & % of people who say they have increased trust in the system No & % of staff who have received cultural competence, unconscious bias training. No of services where over representation is collected & reported on. No of services where over representation is in their annual plan 	<ul style="list-style-type: none"> Police crime data Mental health team Hospital A & E data Concern hub Access, Inclusion and Participation Team (CYP) Resident Survey 	<ul style="list-style-type: none"> Qtrly Mthly Annual Mthly School Term Annual

- The borough has spent the last six or so years becoming trauma informed, a key component of this is establishing a culturally competent workforce and environment.
- The starting point is to ensure services and the support being provided is not doing any further harm – key foundation in the journey of change.
- The council has also looked at the diverse backgrounds and identities across Lewisham to contextualise the need for a new approach, ensuring the work is evidence based – the importance of using strong data.
- Used external facilitators for a period of 6 weeks to help identify challenges and ambitions.
 - Self-assessment to examine and understand the where and how young black people were experiencing racism. Holding the organisation /service to account
- Workforce resilience – equipping the team with what they need to connect with families. Also means providing resilience for young people and their families to ensure they feel safe enough to engage
- Addressing unconscious bias:
 - Ensuring diversity at all levels across the service, having a representative workforce
 - Developing a culture/way of working that's relevant e.g. openness, lack of defensiveness
 - Shifting from unconscious bias to proactively anti-racist
- Championing the approach to partners – building trust with communities, promoting activities, engaging with partners to shape the narrative.

In 2020 LYOS won the National MJ Award for workforce transformation – in recognition of service change and leading the council towards a trauma

External facilitators led workshops that helped identify and be honest about challenges, but also identify ambitions responsive service – considering unconscious bias a child first stance – and its restorative practices.

Using the ‘journey of the child’ data, LYOS has begun the process of examining the pinch-points in the system where young Black/mixed heritage children can potentially face bias and discrimination.

LYOS in collaboration with our key partners have devised an Anti- Racist Action plan, which aims to hold ourselves and our partners accountable as we challenge and change systemically racist practice

Trauma-Informed approach

Lewisham Youth Offending Service is now described as a **‘Trauma-Informed Service’** (*Department of Education – Innovation Unit, 2018*). A trauma-informed service is one in which service delivery is influenced by an understanding of the impact of violence and victimisation on an individual’s life and development.

Restorative Justice

Complementing and linking with the trauma-informed response, the team has been developing **restorative practice** which allows a specific focus on an incident to achieve learning and shift from shame, therefore contributing to greater capacity to process Adverse Child Experiences (ACEs).

Unconscious Bias

The third key element is increasing **awareness of and understanding bias** in its many forms across the youth justice system. Our model identifies potential bias at each stage in the system.

Corporate Priority 7: Building safer communities

Objective: develop a public health approach to youth violence and knife crime that looks at tackling the root causes

Work-stream 5: Community Engagement (inc Champions)

Responsible Officer: Jannet Hall/Bhavna Tejpal

Work-stream aims	Key outcome measures	KPIs for scorecard/dashboard	Data Source	Frequency
<ul style="list-style-type: none"> Identify a place where the community is motivated and keen to engage with the issues of youth violence identify professionals, groups and people interested in that area Engage “hard to reach” communities Leadership and workforce development 	<ul style="list-style-type: none"> Young people, parents and community members can talk to Community Champions if they are concerned about violence An increase in community-led initiatives and projects aimed at keeping young people safe and putting an end to violence Improved understanding on the issues and risks around violence Improved awareness of the local service provision available to support young people, families and community members Leadership and workforce development (workforce training, modelling around trauma, use common language that people identify with , reduce unconscious bias) 	<ul style="list-style-type: none"> Effectiveness of community engagements how many people said they found event/engagement useful? No & % of staff who have received cultural competence, unconscious bias training 	<ul style="list-style-type: none"> Feedback reports Resident Survey 	<p>By event</p> <p>Annually</p>

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Work-stream 9: Empowering Communities and the Voluntary Sector

Responsible Officer: Jannet Hall/Bhavna Tejpal

Work-stream aims	Key outcome measures	KPIs for scorecard/dashboard	Data Source	Frequency
<ul style="list-style-type: none"> Capturing young people’s voice – seldom heard Leadership and workforce development 	<ul style="list-style-type: none"> Build empathy of communities increased trust, young people feel safe and know who to talk to Right messenger, right voice Leadership and workforce development (workforce training, modelling around trauma, use common language that people identify with, reduce unconscious bias) 	<ul style="list-style-type: none"> No of people who say they know who to talk to when they feel unsafe No & % of staff who have received cultural competence, unconscious bias training. 	<ul style="list-style-type: none"> Resident Survey Monthly reports 	<p>Annually</p> <p>Monthly</p>

In June 2021, administrative for the Lewisham Safer Neighbourhood Board (SNB) and associated sub groups transitioned to Lewisham Council.

We confirmed that this support would not distract from the Safer Neighbourhood Board priorities or core functions, which included but was not limited to meeting scheduling, agenda preparation through to the compilation of minutes and the dissemination of papers.

In the latter part of 2021, the Council Data Scientist worked collaboratively with the Chair to identify Data provision and performance monitoring; in addition a Team of Council Officers are currently working alongside key SNB Members to develop an SNB Website, which should be live in the new financial year.

The Board is the main platform for Community Engagement and will be the focus of considerable work in 2022 to ensure that it is fit for purpose and considered an appropriate avenue for all those wishing to engage with crime reduction in Lewisham.

- Stop & Search (S & S) Project underway to obtain an overall position of S & S within the borough. Two surveys to obtain views, wishes and experiences – on the community's perception of S&S in the borough and following a Stop and Search
- Working with the Refugee council, Safer Neighbourhood officers and Athena to deliver workshops to refugees on how to report/access support if they are the victim of hate crime, DA/sexual violence, street harassment
- World café/Visioning event in Catford - facilitated by Mutual Gain. This event brought together community members and organisations to discuss and exchange views on violence in the borough, identify hot spots and highlight the good work being done in the borough
- Secured funding to deliver outreach and therapeutic work in areas of high levels of serious violence in Rushey Green/ Lewisham central. Project involves partnering with communities to understand the local challenges in order to develop trauma-informed approaches and provide clinical support which in turn will increase feelings of safety and community cohesion.

- Secured Prevention Critical incident grant funding towards 2 community engagement projects that will deliver preventative work in areas of high need, or to communities that are most impacted by knife crime/violence. One of these is Sip and Talk ; a parents and carers support group for those who have lost a young person or whose child has been physically injured as a result of serious violence
- Further work with VAWG service (violence against women and girls) on better understanding the needs, views and experiences of women from ethnic minority groups in the borough. Imkaan grant application being made to secure funding for CCC, VAWG Manager and other agencies to deliver community sessions on FGM, Honour based violence and familial abuse
- Boroughwide NCIL pot of £210,000 allocated to 'Initiatives that seek to support local community groups to contribute to tackling crime and anti-social behaviour' delivered by One in Four (London), Inspiring Your Imagination Ltd, Rio Ferdinand Foundation, Second Wave Centre for Youth Arts and TLG Lewisham Education Centre – Power the Fight
- Ward based NCIL funding to a variety of VCS partners include Youth First to deliver street based youth work in a number of wards.
- A voluntary sector network/partnership will ensure best use of these resources through joint working initiatives.

Corporate Priority 7: Building safer communities

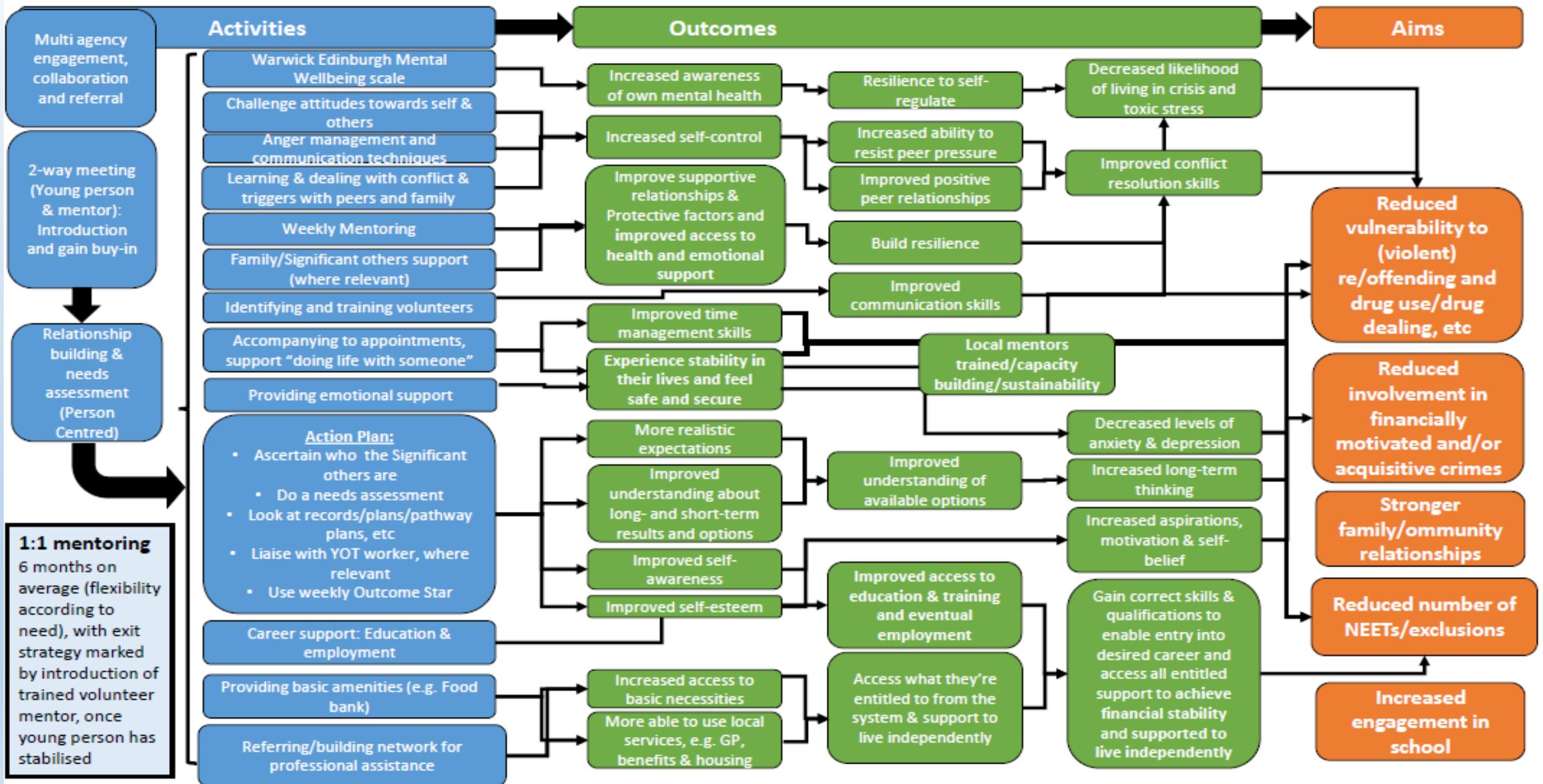
Objective: develop a public health approach to youth violence and knife crime that looks at tackling the root causes

Work-stream 6: Mentoring

Responsible Officer: Sara Rahman

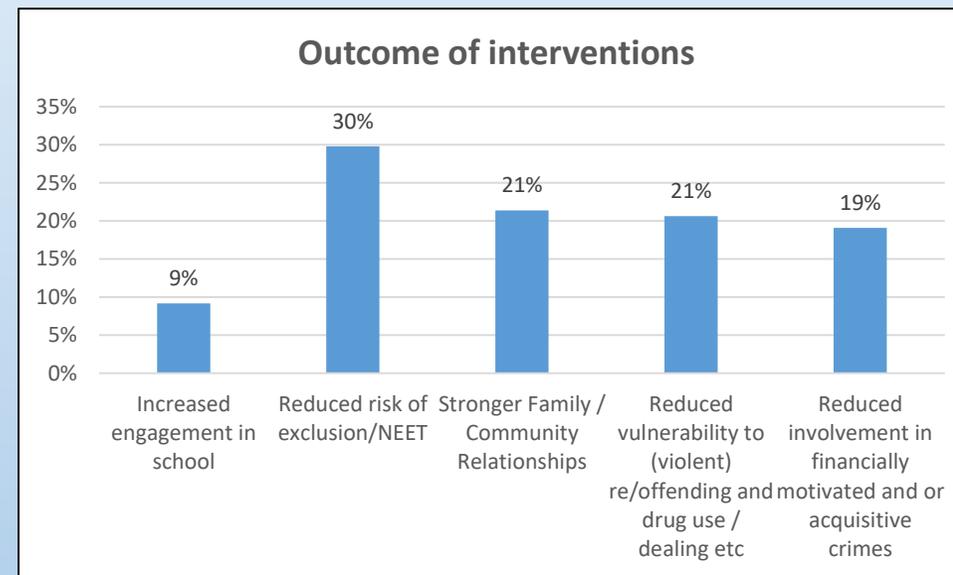
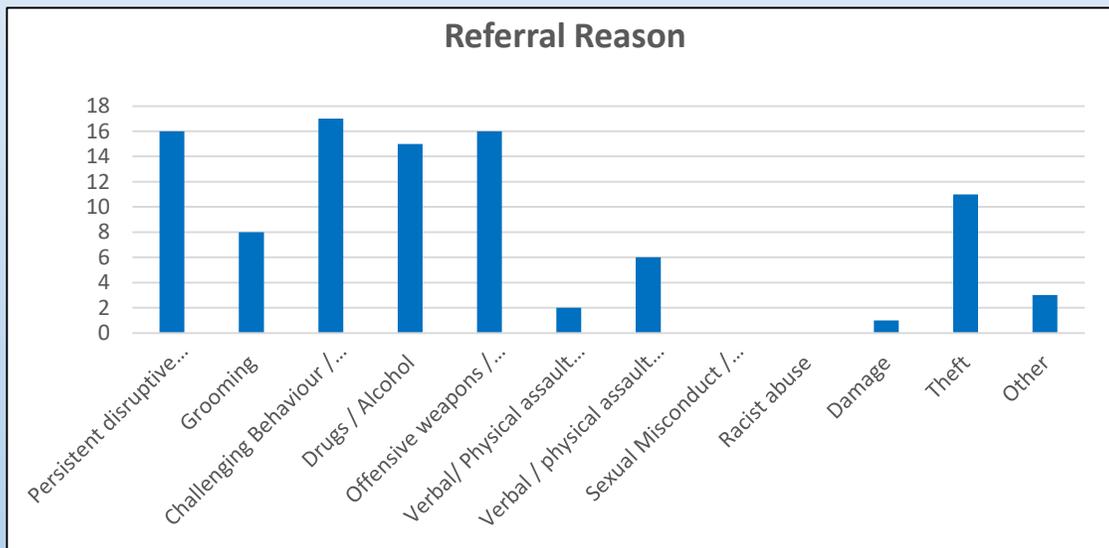
Work-stream aims	Key outcome measures	KPIs for scorecard/dashboard	Data Source	Frequency
<ul style="list-style-type: none"> • Deliver a mentoring offer to children and young people identified as at risk of exclusion or presenting challenging behaviour at school or other educational establishment • Deliver a mentoring offer to young people and young adults who are assessed as medium or high on the Multi-agency Concern Hub as part of a more holistic program of support • Deliver a mentoring offer to children and young people known to the Youth Offending Service as part of their interventions to prevent and reduce re-offending • Leadership and workforce development 	<ul style="list-style-type: none"> • Reduce the risk of school exclusion • Improve academic attendance and attainment • Reduce peer on peer violence and abuse • Improve emotional well-being and mental health • Improve skill development and employability • Reduce risky behaviours (such as youth offending, drug or alcohol abuse) • Leadership and workforce development (workforce training, use common language that people identify with, reduce unconscious bias) • Identify trusted relationships for young people 	<ul style="list-style-type: none"> • No of children in Concern Hub needing mentors by demographics • No & % taking up mentoring offer by demographics (race, age, gender) • No of permanent exclusions (race, age, gender, SEN) • Pupil attainment by (race, age, disability, gender, SEN) • No & % reported by challenging behaviour • No of abuse and violence reported (by crime) • No & % completing mentoring • % confidence levels before/after • No & % of staff who have received cultural competence, unconscious bias training. 	<ul style="list-style-type: none"> • YOS • Concern Hub • School Census • Feedback reports 	<ul style="list-style-type: none"> Quarterly Monthly Per school Term Per event

Spark2Life Theory of Change



The current mentoring services are commissioned directly by the Local Authority using MOPAC funding from Violence Reduction Unit.

Two providers deliver the service The Greenleaf Trust (Spark2Life Mentoring) and Be Purpose Driven Ltd in partnership with the Exit Foundation with Spark2Life delivering the majority of the services.



Violence Reduction Unit funding has been secured for 2022/23 with a further £152,500 allocated through NCIL to the 'provision of high quality mentoring services and those designed to keep Lewisham's children and young people safe from exploitation, violence and serious youth crime'.

Mentoring 1: Leaders – £3.5 mil total pot

Seven to twelve grants of between £100,000 and £500,000 to expand quality mentoring for young people and provide support to other organisations delivering mentoring.

2 parts to it: first is to expand quality mentoring for YP aged 10-24 – for those facing biggest challenges and are furthest away from opportunity. Demonstrate outputs and outcomes – what is the impact?

Second part is support/build a movement that can help others scale up their best practice work and build on the 'key principles of great mentoring/ confidence framework'

Mentoring 2: Headstart Action – £300k total pot

Two grants of up to £150,000 to support local organisations to deliver mentoring and youth social action, and provide employability training and work experience opportunities for young people across London.

Social action and employability programme for YP aged 14-18

YP at risk of NEET with complex needs

Mentoring 3: STEAM Mentoring – £500k total pot

Five to ten grants of between £50,000 and £100,000 to expand quality STEAM mentoring* for young people and to support STEAM employers who want to expand or introduce mentoring programmes.

*mentoring opportunities in the science, technology, engineering, maths (STEM) and the arts and creative industries (together STEAM).

Corporate Priority 7: Building safer communities

Objective: develop a public health approach to youth violence and knife crime that looks at tackling the root causes

Work-stream 7: Creating Safe Community Spaces

Responsible Officer: Jannet Hall

Work-stream aims	Key outcome measures	KPIs for scorecard/dashboard	Data Source	Frequency
<ul style="list-style-type: none"> • Increase safety and protection for vulnerable people • Reduce young people’s vulnerability • Fund diverse organisations and movements to facilitate safe spaces where particularly marginalised communities can feel empowered to engage freely. • Leadership and workforce development 	<ul style="list-style-type: none"> • Increased safe spaces for vulnerable people • Increase engagement with local communities to raise awareness of safe spaces • Increase in the number of people who say they feel safer because of access to safe spaces • Leadership and workforce development (workforce training, modelling around trauma, use common language that people identify with, reduce unconscious bias) 	<ul style="list-style-type: none"> • No of safe havens, by area • No & % of people using safe spaces – by demographics, service accessed, type of safe space – hostel, targeted outreach work, drug treatment, rough sleepers, reason, location • No & % of people who say they feel safe in their neighbourhoods • What safe spaces (buildings) are fit for purpose and which ones are not? • Proportion of users accessing drug treatment compared to general demographic population • Who are the local providers, partners of safe space and what service do they provide? • Which communities are not accessing safe spaces? • No & % of staff who have received cultural competence, unconscious bias training 	<ul style="list-style-type: none"> • Resident Survey • Police 	<p>Annually</p> <p>Quarterly</p>

Corporate Priority 7: Building safer communities

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Work-stream 8: Targeted Hotspot work

Responsible Officer: Jannet Hall/MPS

Work-stream aims	Key outcome measures	KPIs for scorecard/dashboard	Data Source	Frequency
<ul style="list-style-type: none"> Target resources and activities to those places where crime is most concentrated Leadership and workforce development 	<ul style="list-style-type: none"> Prevention and reduction of crime in these specific areas and potentially, reduce overall crime levels in the wider geographic areas. Reduction in offending and re-offending Reduce hate crime Combat sexual violence Map case levels Bring perpetrators of hate crime to justice Leadership and workforce development (workforce training, modelling around trauma, use common language that people identify with, reduce unconscious bias) 	<ul style="list-style-type: none"> No & % of random incidents by type of crime, demographics of perpetrators and victims No & % of recorded incidences of alcohol/drug related crimes spaces by age, gender, race, area No & % of staff who have received cultural competence, unconscious bias training. 	<ul style="list-style-type: none"> Police 	Quarterly

Community Practice

Secured funding to deliver outreach and therapeutic work in areas of high levels of serious violence in Rushey Green and/or Lewisham central. This work will involve identifying, supporting, upskilling Community Champions who are already undertaking meaningful work within the community. The Project involves partnering with communities to understand the local challenges in order to develop trauma-informed approaches and provide clinical support which in turn will increase feelings of safety and community cohesion. Stakeholders involved include Lewisham's Violence Reduction Team, the Community Engagement Coordinator and Psychologists.

Stakeholder Operational

Residents in Lewisham Central and Rushey Green are set to benefit from a dedicated new police team – with 29 extra officers. Lewisham Central and Rushey Green is one of twelve areas across the capital being given extra police teams to provide a visible presence and increased community involvement and intelligence in busy parts of London. The new team consists of 1 Inspector, 3 Sergeants, 21 Constables and 4 PCSOs. The new team's priority is to make Lewisham safer through proactive patrols, enhanced local partnerships and improved community engagement.

Stakeholder Partnership

Community Safety, Rough Sleeping and Enviro Crime staff, Lewisham Homes, Nottinghill Housing and the Police are currently working in partnership to manage drug related offending and rough sleeping in Millford Towers and the surrounding areas. Task and Finish groups to identify issues and solutions have been convened. Loft spaces have been secured, warrants instigated and housing guidance disseminated. Whilst this is an ongoing issue this is an example of stakeholder cooperation to manage a long term concern..

1. Experiment with motivating more collaboration between partners (e.g. co- location, rotating staff, and use of technology).
2. Reviews (of actions) should be followed by action plans that can be used to monitor and track progress.
3. Public Health Approach, which has a view of creating a single strategy, structure and model, should be emphasised to enable different services to work towards shared objectives.
4. Practices which are Trauma-informed should continue to be prioritised across partners.
5. Start programmes that have been found to work successfully by evaluations, such as the DA perpetrator programme
6. Preventative and whole-system approaches based on evidence of what works are needed.
7. In regards to service response, the pockets of good practice around the victim-focussed services should be complemented by a focus on perpetrators to address the source of the issue, through the scaling or roll-out of rehabilitative programmes.
8. Working in conjunction with the partnership to create a more thorough account of those at risk. Better and productive engagement with families, children and those affected by violence and crime will help create a well-informed service.
 - a. Including the groups that we want to help the most in the process of developing a strategy – community perspective.

- The partnership to develop or renew a shared strategic vision aimed at tackling vulnerability and crime.
 - The foundations of the strategic vision should be based on good knowledge of what causes crime and vulnerability
 - This will provide a clear plan for moving forward and bringing about clear objectives.
- Improvement of accuracy, consistency and comparability of datasets.
 - Better recording practices will enable more accurate data, thus, the right action(s) can be undertaken.
 - This will help to develop more preventative and whole-system approaches based on evidence of what works.
 - Would permit for a more in-depth understanding of Lewisham's vulnerability profile.
- Work on generating a greater understanding of the relationship between county lines and gang involvement (links to Vulnerable children, exploitation and youth violence).
- Develop a nuanced professional awareness of familial abuse and of the different vulnerabilities within a family setting.
 - Ensure domestic abuse service provision caters for familial violence, given the different and complex dynamics between perpetrators and victims.
- Work on encouraging the reporting and recording of sexual offences. This should include sensitivity to different cultural contexts within Lewisham.
 - This is important given the diversity within the borough.
 - It will help avoid alienating certain groups.

London's Violence Reduction Unit works with people and organisations from within communities where violence is prevalent. The aim to understand the complex causes of violence working together with stakeholders and communities to prevent it from happening.

The Unit part funded roles in the Safer Communities Service, which we are currently assessing in order to identify the effectiveness of our response to vulnerability and youth safety, most notably with a focus on the Violence Reduction Team and the Concern Hub.

Whilst the final report has not yet been delivered; great progress has been made to date. On the qualitative side, we have completed the literature review and our interviews with politicians, service leads and young people, which have been analysed.

On the quantitative side, we have cleaned and organised the data, and made good progress on early analysis of vulnerabilities across the whole cohort and by service. We will be building on this analysis to feed into the final report, as well as conducting demographic analysis and identifying evidence of gaps in recording and data-sharing.

Findings from this evaluations will inform our work locally and enable wider learning and good/best practice interventions to be shared with the Violence Reduction Unit as well as regionally. The findings will also help shape future funding cycles to ensure most effective interventions are being delivered to help reduce violence in London.



- Keep building relationships with the MPS and increase access to useful, specific crime data. Attend crime analyst partnership meetings to learn about current issues or solutions
- Centralise other crime data sources such as Modern Slavery data and Domestic Abuse data; make more of the information already stored (e.g. SafeStats)
- Build on analyses already completed (e.g. layering higher resolution geo-spatial information), automating and disseminating information, optimising their use
- Deep-dive into ASB across the borough – currently held in many locations and various reporting methods
- Audit enforcement data & suggest recommendations to improve data quality
- Build evidence base for PSPO