

## **1. BACKGROUND AND DOCUMENT PURPOSE**

### **1.1. Background**

In Hackney, our approach to violence reduction is framed within the context of our Community Strategy, which sets out a vision for Hackney as a borough -

- *Where everyone can enjoy a good quality of life as part of an open, cohesive, safe and supportive community.*
- *Where children are given a good start in life, we protect and improve outcomes for the most vulnerable, and the whole community benefits from the growth and change we have experienced across the borough,*
- *Where the community, businesses and local services work together to reduce violence and its impact so that everyone can feel healthy and safe, at home, at work, and on streets, parks, and estates.*

In order to tackle the complex causes of serious violence effectively and sustainably an approach that recognises and addresses that complexity is needed. It is important to look at the whole system of causes and how they interact, develop a coherent whole partnership approach and direct attention and resources to where they will be most effective. This problem cannot be tackled by a piecemeal and fragmented approach. Hackney has some outstanding examples of partnership working that provide a solid foundation for developing a comprehensive whole system framework across all sectors and services. Our aim is not just to address the immediate issues at hand but to see a long term, sustainable reduction in violence, improve the health and wellbeing of individuals and communities and have a wider positive impact on the economy and society by tackling violence and its root causes. Ultimately, our ambition is to entirely eliminate violence in Hackney and its impact on individuals and communities.

Our approach is also in alignment with that of the London wide Violence Reduction Unit which emphasises the importance of the public sector institutions and communities in London acting together to help reduce violence. It's goals are to: stabilise and reduce violence across London; find the major causes of violence and co-ordinate action across London to tackle them at scale, delivering a long term reduction in crime and associated harms; involve communities in the work of the VRU and build their capacity to deliver the best long term solutions to reduce violence.

## 1.2. Purpose of this document

This document pulls together all of the individual strategies and action plans that contribute towards a whole systems approach to violence reduction in Hackney. It aims to support a shared understanding of the existing strategic landscape and to serve as a basis for further analysis to identify those areas where we are directing sufficient resources and those that might require additional focus. In this document, the existing strategies and plans are also assessed against our strategic principles to highlight alignment or lack thereof between these principles and our current plans and strategies.

## 2. VIOLENCE REDUCTION PRINCIPLES

Our violence reduction approach is underpinned by the following set of principles

<b><u>Strategic Principles</u></b> These principles set out <i>what</i> we are committed to as a Partnership as we carry out our work to reduce and ultimately eliminate violence in Hackney.	<b><u>Enabling Principles</u></b> These principles set out <i>how</i> we undertake our work across the Partnership to achieve our aim of reducing and ultimately eliminating violence in Hackney:
<ol style="list-style-type: none"><li>1. We recognise that violence is due to a complex set of interacting causes based on multiple disadvantages including historical, political and social aspects.</li><li>2. We are committed as a whole partnership to better understanding the causes of violence and ensuring they are addressed through a whole systems Approach.</li><li>3. We are committed to intervening early, addressing root causes and where possible preventing violence and the resultant harm from occurring.</li></ol>	<ol style="list-style-type: none"><li>1. We are committed to collaborative working with all stakeholders (both statutory and in the community), building strong lasting relationships and fostering genuine co-production.</li><li>2. We will respectfully hold each other to account and be responsible for understanding our role within, and how we influence and shape, the wider system to reduce violence and its impact.</li><li>3. We will take an evidence informed approach to practise, utilising data, intelligence, community insight, and evaluation of current approaches and interventions.</li></ol>

<ol style="list-style-type: none"> <li>4. Where violence has occurred we are committed to its curtailment and adopting restorative approaches in order to reduce and mitigate harm.</li> <li>5. We recognise and value the many assets and strengths that exist within families and communities and are committed to supporting and working with them to empower and build resistance and resilience to violence.</li> <li>6. We are committed to the Council's pledge to become an anti-racist organisation and recognise that challenging racist practices and policy making which creates and reinforces structural inequalities is key to eradicating violence in the Borough.</li> </ol>	<ol style="list-style-type: none"> <li>4. We will be open to innovation and prepared to trial approaches, particularly community based approaches where there is a compelling rationale.</li> <li>5. We recognise that building, repairing and maintaining trust between communities and agencies of the state is key to developing communities that are more resistant and resilient to violence</li> <li>7. We will have a clear, consistent and unified approach to communicating and proactively raising awareness of what we are doing and how we are working to reduce violence and its impact.</li> <li>8. We will work to develop a narrative which breaks down outdated stereotypes and makes clear that violence is both preventable and unacceptable in Hackney.</li> <li>9. We will work in a way that is trauma-informed, ACE-aware and resilience-focused.</li> </ol>
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### **3. ADDRESSING THE WIDER DETERMINANTS**

The strategies and programmes of work in this section reflect strategic priorities 1 and 2 - *'We recognise that violence is due to a complex set of interacting causes based on multiple disadvantages including historical, political and social aspects'* and *'We are committed as a whole partnership to better understanding the causes of violence and ensuring they are addressed through a whole systems approach'*. They also align with our

overall approach to violence reduction in that they are designed to address complex problems holistically through coordinated multi-agency activity. What is important to the success of these initiatives is that partners understand their role in the overarching approach and see themselves as systems leaders rather than managers of services in silos.

### 3.1. [Young Black Men's Programme](#)

The Improving Outcomes for Young Black Men Programme (YBM) is an ambitious programme to tackle inequalities for black boys and young black men in Hackney. In seeking to understand what is driving the disproportionality of outcomes for this group, the programme takes a multidimensional approach and considers factors that might be linked to:

- Direct or indirect discrimination based on gender, age, ethnicity and the intersection of all three;
- Contextual or cultural drivers e.g. lack of trust between the community and state, cultural barriers;
- Poverty and socio-economic inequality – the black community is more likely to be in low-income households in Hackney and experience other socio-economic inequalities. This socio-economic inequality is a structural inequality that can ultimately be linked back to racial disadvantage and discrimination.
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One of the key areas of proactive focus for the programme is '**Reducing the Risk of Harm**' for YBM within the family, school and community - this workstream addresses the disproportionality in YBM representation as both victims and perpetrators of violence.

The governance structure of the programme also provides opportunity for community oversight through an accountability board made up of interested residents and community members. The role of the board is to review and assess the work being delivered through the programme and hold leaders to account.

### 3.2. [Inclusive Economy](#) / Poverty Reduction

Hackney's Inclusive Economy strategy commits to providing support and offering the opportunities for individuals and communities to take advantage of the borough's changing economy by working with key anchor institutions in the public, private and voluntary sectors, maximising the

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<sup>1</sup> [A Public Health Approach to Serious Youth Violence: Supporting Evidence, Greater London Authority \(GLA\)](#)

benefits of asset based change and community wealth building principles.

There is a clear link between poverty and risk of violence in communities - three-quarters of the boroughs in London with the highest levels of violent offending are also in the top 10 most deprived, while the same boroughs also have higher proportions of children under 20 living in poverty than the London average<sup>1</sup>. The Hackney Labour Party Manifesto for the 2018 Mayoral and Council elections pledged that: 'We will tackle poverty, including child poverty, as well as key inequalities in health, education and employment based on a solid understanding of the barriers and needs of our different communities, listening to their concerns and expanding the use of co-design.' To address this, The Council has developed a strategic framework for poverty reduction and continues to progress work to develop and implement a poverty reduction strategy.

### **3.3. Voluntary and Community Sector Strategy**

Hackney's commitment to a Voluntary and Community Sector strategy recognises the contribution that local voluntary and community groups, organisations and networks make to Hackney. The sector plays a vital role in maintaining strong local communities, reaching residents that statutory services may struggle to reach and empowering and supporting community and individual resilience. VCS organisations are key to fostering community cohesion and resilience in the aftermath of violent incidents. A thriving VCS is integral to facilitating community capacity and community-led responses to serious violence. This strategy also aligns with our approach to violence reduction in that it looks to develop a more collaborative way of working with the sector, thus linking to strategic principle 5 and enabling principles 1 and 5.

### **3.4. Health and Wellbeing**

Violence has a serious detrimental impact on the health and wellbeing of the wider local community and can negatively affect the emotional and mental wellbeing of people even if they are not directly victimised themselves. For example, young people living in communities affected by gang violence may constantly fear for their safety in public places which may have an adverse effect on their mental health. Those at risk of causing violence and those at risk of experiencing violence, as well as victims of violence – are far more likely to experience poor physical and mental health than the general population<sup>2</sup>. The Hackney Health and Wellbeing Board brings all parts of the local health and care system together to improve commissioning, tackle inequalities and achieve better health outcomes. The board plays a role in improving the health and wellbeing of those

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<sup>2</sup> [https://www.nhsconfed.org/-/media/Confederation/Files/Publications/Documents/Violence\\_and\\_health\\_and\\_wellbeing\\_boards.pdf](https://www.nhsconfed.org/-/media/Confederation/Files/Publications/Documents/Violence_and_health_and_wellbeing_boards.pdf)

affected by violence through effective strategic collaboration at the local level with the community safety partnership and other local partners.

Hackney CCG has also embedded a Neighbourhoods approach to improving health outcomes which brings different services together to provide more localised care to suit the needs of individual communities. The approach also emphasises working closely with individuals, families and communities to empower them to support themselves, prevent ill-health and increase their ability to sustainably manage their own wellbeing. These approaches are in alignment with strategic principle 5 and enabling principle 1

### **3.5. [Anti-Racism](#)**

In July 2020, the Council passed a motion outlining our commitment to becoming an anti-racist organisation and to actively fight racism and discrimination in the borough. The motion acknowledges that Black people are more likely to be stopped and searched by the police, that Black children have rates of permanent exclusion about three times that of the pupil population as a whole, and that a recent Public Health England report found that the Black, Asian and minority ethnic communities have been disproportionately impacted by COVID-19. If we are to achieve our aim of eliminating violence in Hackney, we must create a borough where everyone there is equality of opportunity and where an individual's life chances are not determined by the colour of their skin. We must also challenge racist practices and policy making which creates and reinforces structural inequalities

## **4. COMMUNITY ENGAGEMENT AND CO-PRODUCTION**

Fundamental to an effective whole systems approach is the role of the community, not just in identifying issues, but also in being empowered to work with partners to develop and lead on solutions. We need to move beyond consultation so that communities and those impacted can engage meaningfully in conversations with systems leaders that result in a shared understanding of the problem and agreement on the steps needed to address it.

### **4.1 Place-based approaches**

Place based community led/involving approaches such as the Pembury Children's Community, provide a systems approach model for

addressing complex problems holistically in a locality. By focusing on place we are able to work with people on their own terms, building collaboration between residents, the public and private sector and civil society organisations to achieve change, united by a shared vision. It allows us to build on the existing assets in a locality and forge a long term commitment and approach to tackling the really difficult challenges affecting local people. By focusing on place, we are able to join up systems in an area, working beyond organisational boundaries so that they respond better to resident's needs. Working in this way also provides valuable lessons for the wider system and how that can be influenced to affect long term sustainable systems change. Place-based approaches are also being taken in Kings Park, Woodberry Down and through the inclusive economy work in Hoxton and the CCG neighbourhood model. Learning from these individual projects is brought together through the [Place-Based Learning Network](#).

#### **4.2 Young Futures Commission**

The Young Futures Commission is an independent, youth-led commission established in February 2018. The Commission consulted over 2500 children and young people about their lived experience in Hackney, gathering their thoughts, concerns and ideas on how to improve the lives and life chances of young people in the borough. From the findings, a [report](#) was produced which made a number of recommendations to the Council covering a variety of issues including crime and safety. Work is underway across the Partnership to respond to these recommendations and work co-productively with young people and the Commission to deliver action.

#### **4.3 Contextual Safeguarding / Context Intervention**

The work undertaken by the Context Intervention Unit (detailed in section xx) involves working with communities to enable them to better identify and respond to extra-familial harm. This includes delivery of Community Guardianship / Bystander workshops for community and voluntary organisations to enable them to provide direct support to local families and residents where young people are at risk of extra-familial harm in their neighbourhoods.

#### **4.4 HCVS 'My Ends' Initiative**

Led by HCVS, the 'My Ends' Initiative is a consortium of groups from Hackney Wick, other parts of Hackney and beyond which takes an asset-based approach to tackling violence in Hackney Wick. This approach recognises that young people and communities are best placed to bring about change and that utilising the skills and talents that exist in the local neighbourhood is key to making this a reality. Section (xx) details further some of the specific interventions driven by the initiative.

## 5. STRATEGIES / ACTION PLANS

Action no.	Action	Lead partner(s)	Strategic Principle alignment	Enabling Principle alignment
<b>5.1. <u>KNIFE CRIME ACTION PLAN</u></b>				
<b>Enforcement and Criminal Justice Response to Knife Crime</b>				
Our enforcement response is multi-agency, bringing together partners in the Police, Community Safety, Adult's and Children's Services, YOT, CRC and NPS. We take a targeted approach, underpinned by thorough evidence and data analysis.				
5.1.1	Through both weekly and monthly partnership tasking, enforcement officers are tasked to provide interventions and high-visibility patrol in known knife crime hotspots	Community Safety	<i>[Strategic Principle 4] Where violence has occurred we are committed to its curtailment and adopting restorative approaches in order to reduce and mitigate harm.</i>	<i>[Enabling Principle 3] We will take an evidence informed approach to practise, utilising data, intelligence, community insight, and evaluation of current approaches and interventions.  [Enabling Principle 1] We are committed to collaborative working with all stakeholders (both statutory and in the community), building strong lasting relationships and fostering genuine co-production.</i>
5.1.2	Analysis of hot spot areas, including times and types of offences and incidents, to ensure knife crime related issues and problems are identified correctly.	IGU / MPS		
5.1.3	A monthly gangs problem profile is updated by the HIGU intel team and informs the monthly IGU Intelligence meeting. A summary of this report is also presented at the GSVB.	IGU		

<b>Keeping deadly weapons off our streets</b>				
We collaborate across the partnership and within the community to reduce the availability and accessibility of knives and other deadly weapons				
5.1.4	A process has been implemented to support landlords and Tenants Residents Associations(TRA) to better handle weapons seized and found within their estates. This involves collaboration with the LBH enforcement officers and/or the police safer neighbourhood teams.	Community Safety / Housing	<i>[Strategic Principle 3] We are committed to intervening early, addressing root causes and where possible preventing violence and the resultant harm from occurring</i>	<i>[Enabling Principle 1] We are committed to collaborative working with all stakeholders (both statutory and in the community), building strong lasting relationships and fostering genuine co-production.</i>
5.1.5	Community weapons sweeps	Community Safety/Hackney Housing	<i>[Strategic Principle 5] We recognise and value the many assets and strengths that exist within communities and are committed to supporting and working with them to empower and build resistance and resilience to violence.</i>	
5.1.6	Knife crime amnesty	MPS		
5.1.7	Training for tenant management organisations and estate cleaning services to stop storage areas in housing blocks being used to store weapons.	Community Safety / Housing		
<b>Protecting and Educating Young People</b>				
We recognise the importance of prevention and work alongside schools to ensure that they are safe spaces for young people to learn and build resilience				
5.1.8	Safer schools officers available in every school across the borough and trained on Adverse Childhood Experiences and Trauma Informed Practice	MPS	<i>[Strategic Principle 3] We are committed to intervening early, addressing root causes and where possible preventing violence and the resultant harm from occurring.</i>	<i>[Enabling Principle 1] We are committed to collaborative working with all stakeholders (both statutory and in the community), building strong lasting relationships and fostering genuine co-production.</i>
5.1.9	A partnership board and officer group has	HLT / Schools /		

	formed to work on minimising school exclusions and support young people back into education, employment and training. Exclusions data is monitored through local educational arrangements and six monthly at the CSP.	Young Hackney		
5.1.10	Appropriate referral mechanisms are in operation both from IGU to FAST and from FAST to IGU to identify at risk young people. The EFRP is a well established process providing a clear link between the IGU and other key stakeholders. Risk identified by any agency is reviewed at this meeting and action allocated to relevant agencies to monitor safeguarding activities. All schools are aware of appropriate referral pathways for any pupils at risk of serious youth violence, either as a perpetrator or as a victim	Children and Families Service, HLT, IGU		
5.1.11	Restorative approaches offered to young people in schools and the community, with safer schools officers trained accordingly.	Children and Families Service, HLT		
5.1.12	Educational workshops on the impact of serious youth violence are part of the Young Hackney schools offer and aim to develop critical thinking skills and empathy. Young Hackney Schools offer also includes delivery of online safety workshops	Schools, HLT, Street Doctors, Young Hackney		
<b>Standing with communities, neighbourhoods and families against knife crime</b>				

We work with communities to tackle knife crime and to implement appropriate programmes of community development, capacity building and structured dialogue				
5.1.13	A community reassurance process is deployed in the event of a serious violent incident. This includes community partners who provide reassurance to affected communities.	MPS / Community Safety	<p><i>[Strategic Principle 5]</i>  <i>We recognise and value the many assets and strengths that exist within communities and are committed to supporting and working with them to empower and build resistance and resilience to violence.</i></p>	<p><i>[Enabling Principle 1]</i>  <i>We are committed to collaborative working with all stakeholders (both statutory and in the community), building strong lasting relationships and fostering genuine co-production.</i></p> <p><i>[Enabling Principle 4]</i>  <i>We will be open to innovation and prepared to trial approaches, particularly community based approaches where there is a compelling rationale.</i></p> <p><i>[Enabling Principle 5]</i>  <i>We recognise that building, repairing and maintaining trust between communities and agencies of the state is key to developing communities that are more resistant and resilient to violence</i></p>
5.1.14	A Community Partnership meeting is held monthly to better inform and empower community representatives to support the reduction of gang-related serious violence and knife crime	MPS / Community Safety		
5.1.15	A joint police and local authority weekly communications report is compiled and disseminated to key stakeholders	MPS / Community Safety		
5.1.16	The Hackney Youth IAG 'Account' (facilitated by HCVS) has been constituted to monitor the use of stop and search and hold the police to account. Findings from this group feed into the Community Resilience Partnership work plan to address the issue of confidence and trust in the police.	HCVS / MPS		
5.1.17	'Breaking the Wall of Silence' is an ongoing project with the YIAG and Safer Schools Police team, this is delivered at all levels of engagement encouraging communication at any level with police.	MPS / HCVS		

5.1.18	Detached outreach youth work is in place to build trusted relationships with young people and provide proactive and accessible support through street based engagement activity that includes embedded clinical psychology.	Young Hackney / CFS		
5.1.19	Safer Routes scheme implemented to mitigate peak robbery times for young people between 3pm-5pm	MPS		
5.1.21	Work with communities to create interrupters and implement bystander approaches			
5.1.22	Insight from young people and young adults gathered through the Young Futures Commission used to gain a more in-depth understanding of their views on knife crime and inform the partnership response.	Young Futures Commission		
<b>Supporting victims of knife crime</b>				
Ensuring that improving support to victims is at the heart of a holistic response to knife crime reduction				
5.1.23	A referral process has been implemented through the IGU daily briefing process who identify young persons who are victims of gang-related serious violence and knife crime. This information informs the EFRP which meets fortnightly or immediately in urgent circumstances. A VCS representative attends the EFRP to support the victim care plan.	CFS / MPS	<i>[Strategic Principle 4] Where violence has occurred we are committed to its curtailment and adopting restorative approaches in order to reduce and mitigate harm.</i>	

5.1.24	All young victims of knife crime to be assessed for referral to CAMHS where determined appropriate in the light of risk / harm. A CAMHS representative sits on the EFRP giving information about the clinical services offered, declined/accepted or currently in place for the young people being discussed or may make recommendations about alternative mental health support which could be offered	CFS / MPS	
5.1.25	London Trauma and A&E centres (Red Thread) to provide safeguarding information to local partnerships and maximise opportunities for "teachable moments" and rapid service referral/support	LBH	
5.1.26	Develop awareness campaigns for specific victim groups about available support - 66% of our victims and suspects of knife crime are either unemployed or in full-time education, which creates an opportunity to address these groups either through schools, colleges or job centres.	CFS / MPS	
5.1.27	Extend PTSD support for victims and perpetrators of violence to break the cycle of violence.	CFS	

**Offering ways out of crime**

Recognising that young people should be offered interventions which help them move away from criminality

5.1.28			
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	The NPS in Hackney provides a range of interventions with offenders to reduce the harm associated with weapons.	NPS / CRC	<i>[Strategic Principle 4] Where violence has occurred we are committed to its curtailment and adopting restorative approaches in order to reduce and mitigate harm.</i>	
5.1.29	Work with local employers to support those with knife crime offending history in to employment			

## 5.2 GANGS AND SERIOUS VIOLENCE ACTION PLAN

Our Integrated Gangs Unit (IGU) works in partnership to support those involved in gang violence or those on the periphery of gangs by way of prevention, diversion and, where necessary, enforcement. Built on trust, the IGU works with individuals and communities by treating violence as a preventable public health issue. It seeks to avert violence by diverting those who are at risk of becoming either a victim or perpetrator and supporting those already ensconced in gang crime to exit their lifestyle and, where necessary, enforcing against those who commit violent crimes and pose a risk to others.

### Intelligence gathering and sharing

5.2.1	Intelligence and analysis which identifies hotspot areas linked to gang violence, perpetrators or those requiring safeguarding is collated and disseminated through the IGU Intelligence Sharing meeting and used to inform IGU focused interventions	IGU Analyst		<i>[Enabling Principle 3] We will take an evidence informed approach to practise, utilising data, intelligence, community insight, and evaluation of current approaches and interventions.</i>
5.2.2	The IGU has a referral process which provides a single point of contact for risk analysis. Should gang-related exploitation be identified, the IGU partners will be tasked accordingly. Should there be a non-gang related safeguarding issue identified, this will feed into the EFRP for assessment and allocation	IGU Analyst		

5.2.3	Regular contact with neighbouring boroughs regarding inter-borough tensions, including general safeguarding and fast response to specific incidents. Outreach is also undertaken in border areas of Hackney, Islington, Tower Hamlets, Waltham Forest and any other area where a problem is identified.	IGU Analyst		
5.2.4	Link in with Red Thread to enhance intelligence sharing and ensure A&E hospital data forms part of the monthly HIGU intel meeting	IGU Manger		
<b>Awareness raising and community engagement (gangs specific)</b>				
5.2.5	Awareness training in relation to gang activity including delivery of the 6 week 'Fix-Up' programme	IGU Intel tea	<p><i>[Strategic Principle 5]</i>  <i>We recognise and value the many assets and strengths that exist within communities and are committed to supporting and working with them to empower and build resistance and resilience to violence.</i></p>	<p><i>[Enabling Principle 5]</i>  <i>We recognise that building, repairing and maintaining trust between communities and agencies of the state is key to developing communities that are more resistant and resilient to violence</i></p>
5.2.6	Community gangs workers provide an immediate response to instances of gang-related serious violence to reassure to undertake community preventative interventions, collate community intelligence to inform HIGU activities and undertake outreach activities to identify and support those who of vulnerable to gang exploitation	IGU Community Co-Ordinator		
<b>Managing and responding to the gangs cohort / a gang-related caseload</b>				
5.2.7	Assess and proportionally respond to gang members experiencing mental health difficulties, develop trauma informed practice within the	IGU Manager/ YOS Manager/ C&F service	<p><i>[Strategic Principle 3]</i>  <i>We are committed to intervening early, addressing root causes and</i></p>	

	IGU, effective intervention for gang members who have been affected by domestic violence abuse and develop evidenced interventions to address impact of violence.	manager	<i>where possible preventing violence and the resultant harm from occurring</i>	
5.2.8	Work with existing gangs cohort to support transition into ETE, access to social benefits, and undertake interventions to divert those at risk of gang violence to apprenticeships, education and employment.	DWP / IGU Link worker	<i>[Strategic Principle 4] Where violence has occurred we are committed to its curtailment and adopting restorative approaches in order to reduce and mitigate harm.</i>	
5.2.9	Support the remit of the EFRP with information/intel sharing	Service Managers for CSC		
5.2.10	Links with prisons and secure accommodation to improve information sharing with prison authorities	Community Co-ordinator, YOS Manager, DCI		
<b>Safeguarding Children and Young People (Gang-related CCE and CSE)</b>				
5.2.11	Develop a process for young people who go missing from schools being mindful of the differentiation in terms of those who are registered at a school but attend infrequently, those who are registered at a school but have gone missing, and those who are without educational provision	Safer Schools Inspector/ IGU Manager/ Learning Trust	<i>[Strategic Principle 3] We are committed to intervening early, addressing root causes and where possible preventing violence and the resultant harm from occurring.</i>	
5.2.12	Minimise the impact of county lines - Through the implementation of the London wide Response & Recovery initiative, together with	IGU Manager		

	the IGU links into the MASE and EFRP, information and intelligence concerning county lines informs partnership activities			
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### 5.3 VIOLENCE AGAINST WOMEN AND GIRLS

Hackney has a well developed and thorough [VAWG strategy](#) and corresponding VAWG action plan. Our approach to violence reduction acknowledges the link between witnessing and experiencing violence in the home or in interpersonal relationships early on in life and the risk being a victim or perpetrator of violence throughout an individual's life course. This section therefore includes some of the actions from the VAWG action plan which focus on prevention, early intervention and the need to recognise VAWG as an adverse childhood experience and respond accordingly.

#### Recognition, Prevention and Early Intervention

5.3.1	Support in the prevention of violence and abuse against young people and children through high quality relationship education in schools and other youth settings, so that children and young people can be supported to understand what VAWG and healthy relationships are, in order to prevent future abuse.	Hackney Learning Trust	<i>[Strategic Principle 3] We are committed to intervening early, addressing root causes and where possible preventing violence and the resultant harm from occurring.</i>	<i>[Enabling Principle 1] We are committed to collaborative working with all stakeholders (both statutory and in the community), building strong lasting relationships and fostering genuine co-production.</i>
5.3.2	Co-create a toolkit with young people, specifically targeted at young people, professionals working with young people, and parents/carers, to help them better understand healthy relationships and where/how to access support.	Young Hackney Head of Service and VAWG Lead	<i>[Strategic Principle 5] We recognise and value the many assets and strengths that exist within communities and are committed to supporting and working with them to empower and build resistance and resilience to violence</i>	
5.3.3.	Improve awareness within all communities through partnership working with grassroots community-based organisations to deliver tailored awareness-raising to the needs of	Domestic Abuse Steering Group, VAWG Operational		

	individual communities through a range of channels including training, campaigning, social media and mainstream media	Group; VAWG Lead & HCVS		
5.3.4	Coordinate the delivery of a specialist training programme that encompasses all types of VAWG and clearly articulates our zero tolerance approach. This will include training for all professionals to develop the appropriate knowledge and skills to identify those at risk	VAWG Lead		

### Protecting, Supporting and Addressing the Impact of VAWG

5.3.5	Ensure children and young people, who have witnessed violence and abuse in the home, receive a trauma-informed response	Head of Clinical Services Children & Families Service, City & Hackney CCG and CAMHS Alliance	<i>[Strategic Principle 4] Where violence has occurred we are committed to its curtailment and adopting restorative approaches in order to reduce and mitigate harm.</i>	
5.3.6	Improve the response to domestic abuse within children and families services, using the Safe and Together model that has a greater emphasis on working in partnership with the non-abusive parent, whilst holding the perpetrator to account, in order to increase the safety of their child/ren.	Director CFS; VAWG Lead		

## 5.4 YOUTH JUSTICE PLAN

Prevention and Diversion				
5.4.1	Reducing first-time entrants into the youth justice system through direct access to diversionary activities including psycho-educational, resilience-building and targeted youth programmes.	Young Hackney - Prevention and Diversion	<i>[Strategic Principle 3] We are committed to intervening early, addressing root causes and where possible preventing violence and the resultant harm from occurring.</i>	
Addressing Disproportionality				
5.4.2	Seek to understand what is driving the disproportionality of outcomes in the Youth Justice cohort by taking a multidimensional approach (See YBM Programme for further detail)	Safer Young Hackney Board	<i>[Strategic Principle 1] We recognise that violence is due to a complex set of interacting causes based on multiple disadvantages including historical, political and social aspects.</i>	<i>[Enabling Principle 3] We will take an evidence informed approach to practise, utilising data, intelligence, community insight, and evaluation of current approaches and interventions.</i>
5.4.3	Implement a staff training programme which covers: <ul style="list-style-type: none"> <li>- Unconscious bias and cultural bias</li> <li>- (White and Black) racial identity development theory</li> <li>- Social GRACES Post traumatic slave syndrome</li> <li>- Cultural competency and inclusive leadership</li> <li>- Access to staff coaching/mentoring and leadership development for BAME staff</li> </ul>	Children and Families Service	<i>[Strategic Principle 2] We are committed as a whole partnership to better understanding the causes of violence and ensuring they are addressed through a whole systems Approach.</i>	<i>[Enabling Principle 4] We will be open to innovation and prepared to trial approaches, particularly community based approaches where there is a compelling rationale.</i>
5.4.4	We have also identified other tools that are required in order for us to address			

	<p>disproportionality. These are:</p> <ul style="list-style-type: none"> <li>- Dedicated analytical tools (such as a disproportionality tracker) to allow local analysis and further assist understanding of trends</li> <li>- Routine access to anonymised data to provide an analysis of the local picture and to enable YOT Management Boards to provide scrutiny of outcomes and challenge practice.</li> <li>- Performance analysts who are able to review the relationship between crime and education data</li> </ul>			
<b>Restorative Justice and Victims</b>				
5.4.5	Increase the uptake of restorative interventions and embed restorative thinking in the P&D staff team	Head of Service - Early Help and Prevention	<i>[Strategic Principle 4] Where violence has occurred we are committed to its curtailment and adopting restorative approaches in order to reduce and mitigate harm.</i>	
<b>Trauma Informed Practice</b>				
5.4.6	Employing trauma-informed practice and approaches in our work with children and families	Children and Families Service	<i>[Strategic Principle 1] We recognise that violence is due to a complex set of interacting causes based on multiple disadvantages including historical, political and social aspects.</i>	
5.4.7	All staff in Youth Justice Service will receive Trauma Informed Practice Training	Children and Families		

		Service		
<b>Young people and community involvement</b>				
5.4.8	<p>Strengthen the voice of young people and facilitate an advisory panel where we meet children on a regular basis to:</p> <ul style="list-style-type: none"> <li>- listen to their experiences</li> <li>- seek their views on specific topic</li> <li>- discuss ideas they have on how the system can be improved</li> <li>- provide opportunities for them to participate in projects</li> </ul>	Children and Families Service	<i>[Strategic Principle 5] We recognise and value the many assets and strengths that exist within communities and are committed to supporting and working with them to empower and build resistance and resilience to violence.</i>	<i>[Enabling Principle 5] We recognise that building, repairing and maintaining trust between communities and agencies of the state is key to developing communities that are more resistant and resilient to violence</i>
<b>Transition to adult services / transitional safeguarding</b>				
5.4.9	Ensure that adults who were care leavers and have continued contact with the CJS are aware of the rights they are eligible to access, into early adulthood and the continued support and assistance provided by LB Hackney as their corporate parent	Children and Families Service		
<b>Parenting work</b>				
5.4.10	All YOT staff will be trained on NVR and Solihull tool by the end of March 2020. Once this has been completed, delivery of YOT parenting group will start during 2020.	Children and Families Service		
<b>5.5 TRANSITIONAL SAFEGUARDING ACTION PLAN</b>				

The transitional safeguarding task and finish group was created in November 2019 following a workshop on transitional safeguarding which focussed on the the safeguarding issues affecting young adults aged 16 – 25 years old, specifically:

- Identifying what the key safeguarding challenges affecting young people aged 16 – 25 years old
- Developing a better understanding of the needs of young people across all partnerships in City and Hackney
- Identifying a realistic expectation on what we are able to do to improve transitional safeguarding support to young people in City and Hackney
- Identifying and implementing processes and mechanisms to better support young people with safeguarding needs

5.5.1	To set up a number of awareness raising and consultation groups to better understand how young people want us to support them with safeguarding issues (using 'exchange groups' model)	CHSAB Board Manager	<p><i>[Strategic Principle 3]</i>  <i>We are committed to intervening early, addressing root causes and where possible preventing violence and the resultant harm from occurring.</i></p> <p><i>[Strategic Principle 5]</i>  <i>We recognise and value the many assets and strengths that exist within communities and are committed to supporting and working with them to empower and build resistance and resilience to violence.</i></p>
5.5.2	To continue to build links with partnerships, such as Hackney Young Futures Commissions, to understand what other groups are doing to support people aged 16 – 25. Intel from these groups should be fed back to the group	CHSAB Board Manager / Policy Lead (Strategic Delivery)	
5.5.3	To work with local projects already working with young people to help them develop a Transitional Safeguarding approach to pilot a 'place-based' community approach.	Transitional Safeguarding Task and Finish group	
5.5.4	Explore options for training young people as transitional safeguarding champions or peer educators – which links into preparing for work	Kristine Wellington (HCVS) / CHSAB Board Manager	
5.5.5		Ian Tweedie	

	Review referrals to safeguarding regarding young people to identify any gaps, challenges and patterns that can inform the work of the group			
5.5.6	Make enquiries of homelessness and housing services to understand how transitional safeguarding risks are identified for young people as this was an area raised by the survey and young people themselves	CHSAB Board Manager		
5.5.7	Make enquiries regarding both access to mental health services and how transitional safeguarding is understood in these services as this was an area raised by the survey and young people themselves	CHSAB Board Manager		

## 5.6 [SAFEGUARDING VULNERABLE ADOLESCENTS STRATEGY](#)

The strategy's primary purpose is to address the risks faced by vulnerable adolescents through clear direction and effective multi-agency partnership working. The CHSCP will ensure the effective coordination of partnership activity and oversee developments in respect of the difference that they are making to the lives of young people

**Knowing our problem, knowing our response**

5.6.1	<p>Ensure that all professionals and volunteers working in the City and Hackney, along with parents/carers, local businesses, and young people:</p> <ul style="list-style-type: none"> <li>- know about the problems facing adolescents in the context of exploitation</li> <li>- understand the signs and symptoms of exploitation and the factors that enhance risk to young people.</li> <li>- know what to do if they are worried about a young person</li> <li>- Leaders and managers understand the intelligence picture and use this to target interventions to make young people safer</li> </ul>	CHSCP	<p><i>[Strategic Principle 2]</i>  <i>We are committed as a whole partnership to better understanding the causes of violence and ensuring they are addressed through a whole systems Approach.</i></p> <p><i>[Strategic Principle 3]</i>  <i>We are committed to intervening early, addressing root causes and where possible preventing violence and the resultant harm from occurring.</i></p>	<p><i>[Enabling Principle 1]</i>  <i>We are committed to collaborative working with all stakeholders (both statutory and in the community), building strong lasting relationships and fostering genuine co-production.</i></p>
<b>Strong Leadership</b>				
5.6.2	<p>Ongoing strong leadership to successfully tackle the range of risks facing adolescents in the 21st century. Political leaders, Chief Executives and senior leaders in all organisations, together with leaders in the local community, have a responsibility to set the culture within which abuse and exploitation is not tolerated.</p>	CHSCP		<p><i>[Enabling Principle 2]</i>  <i>We will respectfully hold each other to account and be responsible for understanding our role within, and how we influence and shape, the wider system to reduce violence and its impact.</i></p>
<b>Prevention and Early Intervention</b>				
5.6.3	<p>Partners effectively mitigate risk both before a young person reaches adolescence and when they are in the adolescence stage itself.</p>	CHSCP	<p><i>[Strategic Principle 3]</i>  <i>We are committed to intervening early, addressing root causes and where possible preventing violence</i></p>	

			<i>and the resultant harm from occurring.</i>	
<b>Protection and Support</b>				
5.6.4	Aspects of practice that are known to be essential to the effective protection of children and young people, including areas such as: <ul style="list-style-type: none"> <li>- information being shared appropriately</li> <li>- risks being assessed comprehensively</li> <li>- work remaining focussed on the child or young person</li> <li>- escalation being engaged as appropriate and case recording being contemporaneous and accurate.</li> </ul>	CHSCP	<i>[Strategic Principle 3] We are committed to intervening early, addressing root causes and where possible preventing violence and the resultant harm from occurring</i>	
5.6.5	Implementation of the contextual safeguarding initiative in Hackney creates a system and approach that improves outcomes for vulnerable adolescents			<i>[Enabling Principle 4] We will be open to innovation and prepared to trial approaches, particularly community based approaches where there is a compelling rationale</i>
<b>Disruption and Prosecution</b>				
5.6.6	Ensuring a clear focus on the use of a range of disruption techniques to build the trust and confidence of victims. Such techniques need to move beyond a focus on managing an individual or a group of individuals, to developing location-based interventions through, for example, schools or shopping centres or other spaces that young people congregate.		<i>[Strategic Principle 3] We are committed to intervening early, addressing root causes and where possible preventing violence and the resultant harm from occurring</i>	<i>[Enabling Principle 4] We will be open to innovation and prepared to trial approaches, particularly community based approaches where there is a compelling rationale</i>

				<i>[Enabling Principle 5] We recognise that building, repairing and maintaining trust between communities and agencies of the state is key to developing communities that are more resistant and resilient to violence</i>
5.6.7	Ensuring that vulnerabilities of young people engaged in the criminal justice system are effectively identified, recognising that for some young people do not neatly fit into the categories of victim / perpetrator and this needs to be better understood when considering the most effective response to their needs and/or actions			<i>[Strategic Principle 1] We recognise that violence is due to a complex set of interacting causes based on multiple disadvantages including historical, political and social aspects.</i>
<b>5.7 MPS ACTIVITY</b>				
5.7.1	A dedicated team of 50 officers to focus solely on suppressing violence through community and high visibility policing.	MPS		<i>[Strategic Principle 4] Where violence has occurred we are committed to its curtailment and adopting restorative approaches in order to reduce and mitigate harm.</i>
5.7.2	Op Continuum (drugs operations) have been progressing and strongly focussed on drugs trafficking	MPS		
5.7.3	A dedicated team to proactively focus on robbery offences	MPS		
5.7.4	'Op Lagana' to focus on the Night Time Economy (NTE) in and around Shoreditch	MPS		
5.7.5	A new Senior Leadership team within	MPS		

	Safeguarding and a renewed determination to improve service around Domestic Abuse, Child Abuse and Sexual Offences			
5.7.6	Youth Engagement Team working closely with schools, clubs and organisations to better understand, keep safe, deter and divert our young community from the dangers of crime	MPS		
5.7.7	A dedicated team looking at indecent images of children and work around modern slavery, exploitation and vulnerability, including county drug lines.	MPS		
5.7.8	A renewed drive to stamp out Hate Crime, through our safeguarding teams and the work undertaken by our dedicated hate and faith crime officers.	MPS		
5.7.9	All staff programme of work called 'Everyone Connected', which seeks to improve standards and culture. This work drives activity around four key areas - Culture, Communications, Capability and Care (Wellbeing). We also have a strong focus on Diversity, Equality, Fairness and Inclusion.	MPS		

## 5.8 [CRP WORK PLAN](#)

### Confidence and Trust in Police

5.8.1	Convene Confidence and Trust working group	Policy and Strategic	<i>[Strategic Principle 2] We are committed as a whole</i>	<i>[Enabling Principle 5] We recognise that building, repairing</i>
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		Delivery	<i>partnership to better understanding the causes of violence and ensuring they are addressed through a whole systems Approach.</i>	<i>and maintaining trust between communities and agencies of the state is key to developing communities that are more resistant and resilient to violence</i>
5.8.2	Facilitate critical conversations on anti-racism with MPS leadership team to support them to: <ul style="list-style-type: none"> <li>- understand the systemic nature of racism and how it influences our preconceptions</li> <li>- understand how those preconceptions shape the way we interact with and relate to others</li> <li>- explore how to challenge those preconceptions and improve the way we interact with and relate to others.</li> <li>- identify practical steps that will support the development of well inform anti racist practice within the BCU</li> </ul>	Policy and Strategic Delivery / HCVS	<i>[Strategic Principle 5] We are committed as a whole partnership to better understanding the causes of violence and ensuring they are addressed through a whole systems Approach.</i>	<i>[Enabling Principle 1] We are committed to collaborative working with all stakeholders (both statutory and in the community), building strong lasting relationships and fostering genuine co-production.</i>
<b>Developing the CRP network</b>				
5.8.3	Provide opportunities for the VCS, particularly grass-roots organisations, to be better connected together and to statutory services ie. through the development of a digital networking solution	Policy and Strategic Delivery	<i>[Strategic Principle 5] We recognise and value the many assets and strengths that exist within communities and are committed to supporting and working with them to empower and build resistance and resilience to violence.</i>	<i>[Enabling Principle 1] We are committed to collaborative working with all stakeholders (both statutory and in the community), building strong lasting relationships and fostering genuine co-production.</i>
5.8.4	Explore ways to provide a systematic, ongoing interface between the VCS/wider community and the activities in the plan, ensuring that community insight and engagement is at the heart of the CRP approach	Policy and Strategic Delivery		<i>[Enabling Principle 4] We will be open to innovation and prepared to trial approaches, particularly community based approaches where there is a compelling rationale.</i>

## 5.9. HACKNEY NO PLACE FOR HATE STRATEGY

### Building our understanding of hate crime and incidents

5.9.1	Listen to resident's views and reports on hate incidents in the borough through engagement and consultation.		<p><i>[Strategic Principle 5]</i>  <i>We recognise and value the many assets and strengths that exist within communities and are committed to supporting and working with them to empower and build resistance and resilience to violence.</i></p>	<p><i>[Enabling Principle 3]</i>  <i>We will take an evidence informed approach to practise, utilising data, intelligence, community insight, and evaluation of current approaches and interventions.</i></p>
5.9.2	Visit community and faith groups to listen to concerns and to promote hate crime reporting.			
5.9.3	Our Community Safety Intelligence Hub will continue to collect data to analyse hate crime patterns, hotspots, perpetrators and victim vulnerability so that we can take action to prevent incidents and crime.	Community Safety		
5.9.4	Work with the Hackney Learning Trust, Hackney schools and Young Hackney to ensure that Young People have a clear voice in this process.	HLT / Young Hackney		

### Building community resilience against hateful beliefs and attitudes

5.9.5	Celebrate diversity in Hackney by supporting and promoting community events and cohesion programmes in the borough and through increased engagement between the Community Safety Team and community partners		<p><i>[Strategic Principle 5]</i>  <i>We recognise and value the many assets and strengths that exist within communities and are committed to supporting and working with them to empower and build resistance and resilience to violence.</i></p>	<p><i>[Enabling Principle 5]</i>  <i>We recognise that building, repairing and maintaining trust between communities and agencies of the state is key to developing communities that are more resistant and resilient to</i></p>
5.9.6	Build stronger partnership between the Hackney			

	Learning Trust and the Community Safety Team, offering curriculum compatible prejudice and hate awareness training and resources to Hackney schools			violence
5.97	Enable and support residents, schools, local businesses, faith and community groups to counter hateful narratives and actions			
<b>Increase the reporting of hate incidents and crime</b>				
5.9.8	Produce a 'no place for hate' reporting leaflet for use by council teams and community partners to promote reporting.	Comms team	<i>[Strategic Principle 4] Where violence has occurred we are committed to its curtailment and adopting restorative approaches in order to reduce and mitigate harm.</i>	<i>[Enabling Principle 8] We will work to develop a narrative which breaks down outdated stereotypes and makes clear that violence is both preventable and unacceptable in Hackney.</i>
5.9.10	Distribute the 'no place for hate' leaflet to key partners and hate crime hotspots, including schools, hospitals, GP surgeries, supermarkets, community organisations and places of worship.			
5.9.11	Partner with third party reporting services Stop Hate UK and the Community Alliance to Combat Hate (CATCH). These organisations provide specialist expertise and victim support for one or more of the protected characteristics.			
<b>Responding to hate incidents and crime in our communities</b>				
5.9.12	Use our CCTV and enforcement officers to support the police in gathering evidence, tackling hate and prosecuting offenders.		<i>[Strategic Principle 4] Where violence has occurred we are committed to its curtailment and</i>	

5.9.13	Train Hackney Council staff to recognise and respond to any hate crime witnessed in a timely, appropriate and effective manner.		<i>adopting restorative approaches in order to reduce and mitigate harm.</i>
5.9.14	Ensure that frontline delivery departments have a consistent and clearly documented protocol for response to hate crime and will work to ensure a “joined up” approach with key partners, including housing providers.		
5.9.15	Continue to monitor perpetrator statistics and if any patterns arise preventative resource will be focused towards the appropriate demographic(s).		
<b>Improve Support for Victims of Hate</b>			
5.9.16	Increase partnership working with the Victim Support Service, Stop Hate UK and CATCH to offer support and reporting options to victims of hate crime. The CATCH Alliance includes partners that can offer specialist advice for individuals with any of the protected characteristics, including physical and learning disability.		
5.9.17	Ensure that Hackney Council employees are safeguarded against hate crime in the workplace through hate crime awareness training and nominated hate crime awareness champions.		

## 5.10 CONTEXTUAL SAFEGUARDING / CONTEXT INTERVENTION UNIT

Contextual safeguarding theory recognises that young people are increasingly being influenced by their peer groups and surroundings, which are outside the control of their families and cannot necessarily be addressed by traditional social work interventions, which focus on individual children and families. Contextual safeguarding thus considers how, for example, peer groups, social media, neighbourhoods and schools, impact on young people’s vulnerability. A successful bid was made to the Department for Education for funding to further Hackney’s strategic focus on Contextual Safeguarding for one year (September/October 2020 - September/October 2021). This funding has enabled the formation of a new unit to drive the implementation and embedding of Contextual Safeguarding in Hackney including provision of further training across all partner agencies within the City and Hackney Children’s Safeguarding Partnership, undertaking and modelling ‘context’ (e.g. peer groups, schools, locations) assessments across CFS and with statutory and non-statutory partners, sharing learning with other local areas across England and undertaking an evaluation of the impact of contextual safeguarding on practice.

### Key actions

5.10.1	Design and implement models of assessment and intervention for contexts where harm is occurring (e.g. peer groups, schools, locations)	Context Intervention Unit	<p><i>[Strategic Principle 2]</i> We are committed as a whole partnership to better understanding the causes of violence and ensuring they are addressed through a whole systems Approach.</p> <p><i>[Strategic Principle 3]</i> We are committed to intervening early, addressing root causes and where possible preventing violence and the resultant harm from occurring</p> <p><i>[Strategic Principle 5]</i> We recognise and value the many assets and strengths that exist within</p>	<p><i>[Enabling Principle 1]</i> We are committed to collaborative working with all stakeholders (both statutory and in the community), building strong lasting relationships and fostering genuine co-production.</p> <p><i>[Enabling Principle 4]</i> We will be open to innovation and prepared to trial approaches, particularly community based approaches where there is a compelling rationale.</p> <p><i>[Enabling Principle 9]</i> We will work in a way that is trauma-informed, ACE-aware and resilience-</p>
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			<i>communities and are committed to supporting and working with them to empower and build resistance and resilience to violence.</i>	<i>focused.</i>
<b>5.10.2</b>	Conduct assessments and interventions of peer groups, locations and schools where these are a source of harm to young people	Context Intervention Unit		
<b>5.10.3</b>	Develop systems across partner agencies and communities to respond effectively to extra-familial risk	Context Intervention Unit		
<b>5.10.4</b>	Deliver multi-agency harm-reduction interventions	Context Intervention Unit		
<b>5.10.5</b>	Deliver training to enable partner agencies and community groups to better identify and respond to extra-familial harm	Context Intervention Unit		
<b>5.10.6</b>	Deliver the 'Mentors in Violence Prevention' intervention in schools	Context Intervention Unit		
<b>5.10.7</b>	Deliver Community Guardianship / Bystander workshops for community and voluntary organisations to enable them to provide direct support to local families and residents where young people are at risk of extra-familial harm in their neighbourhoods	Context Intervention Unit		
<b>5.10.8</b>	Deliver group work with parents whose children experience extra-familial harm	Context Intervention Unit		
<b>5.10.9</b>	Undertake group work with peer groups who experience extra-familial harm	Context Intervention Unit		

5.10.10	Hold Contextual Safeguarding workshops with Council departments and through the City and Hackney Safeguarding Children Partnership	Context Intervention Unit	
5.10.11	Provide consultation and support to Contextual Safeguarding Champions across Children and Families Services and across the wider council and partnership	Context Intervention Unit	
5.10.12	Contribute to the DfE funded evaluation and sharing good practice	Context Intervention Unit	

## 5.11 [CAMHS TRANSFORMATION PLAN](#) (Workstream 7: Youth Offending)

### Early Help and Diversion

5.11.1	<p>Engage young people and their families within an early help and diversion care pathway by:</p> <ul style="list-style-type: none"> <li>- Providing targeted and evidence-based clinical and youth work approaches to young people aged 10-18, who are identified as being at risk of future offending or where a prevention and diversion route has been identified as appropriate within the youth justice system</li> <li>- Reduce risk of offending</li> <li>- Promote young people's psychological wellbeing</li> <li>- Enhance young people's social and emotional capabilities and positive social integration</li> </ul>	Young Hackney Prevention and Diversion / CCG	[Strategic Principle 3] <i>We are committed to intervening early, addressing root causes and where possible preventing violence and the resultant harm from occurring.</i>	
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<b>First Time entrants to the Youth Justice System aged 10-17</b>				
<b>5.11.2</b>	The CCG is in the process of procuring a Youth Justice mentoring pilot to evaluate opportunities for peer mentoring schemes to contribute to the objectives of the early help and diversion team. The pilot will be for one year, following which an evaluation process will be conducted to establish a business case for recurrent funding	CCG/Young Hackney Prevention and Diversion	<i>[Strategic principle 4] Where violence has occurred we are committed to its curtailment and adopting restorative approaches in order to reduce and mitigate harm.</i>	<i>[Enabling Principle 9] We will work in a way that is trauma-informed, ACE-aware and resilience-focused.</i>
<b>5.11.3</b>	Further roll out CAMHS-led Trauma-Informed Practice training for Youth Workers and YOT Practitioners in 2019-21. In addition, mental health screening for all First Time Entrants is a local goal for 2019-21.	CCG		
<b>COACH Gangs Prevention</b>				
<b>5.11.4</b>	Following on from a successful pilot funded by MOPAC, the CCG will commission a new clinical, youth work and family support team to work with children aged 7-11 years old at risk of future gang involvement, to support the embedding of a targeted, evidence-based therapeutic programme into 'practice as usual'. A public health approach will be taken, in which identified root causes of serious youth violence and risk factors are targeted through therapeutic and multi-disciplinary interventions.	CCG	<i>[Strategic Principle 3] We are committed to intervening early, addressing root causes and where possible preventing violence and the resultant harm from occurring.</i>  <i>[Strategic Principle 5] We recognise and value the many assets and strengths that exist within families and communities and are</i>	<i>[Enabling Principle 1] We are committed to collaborative working with all stakeholders (both statutory and in the community), building strong lasting relationships and fostering genuine co-production.</i>  <i>[Enabling principle 4] We will be open to innovation and prepared to trial approaches, particularly community based</i>
<b>5.11.5</b>	The programme uses an outreach approach,	CCG		

	<p>through the delivery of group and community based clinical psychology, parent support and youth work interventions. Working in partnership with local voluntary agencies has also been trialled, as appropriate, to increase access to hard to reach families. COACH is based on NICE recommended treatments for children with or at high risk of behavioural difficulties (NICE, 2017), and draws on the 'Coping Power' programme for conduct disorder</p>		<p><i>committed to supporting and working with them to empower and build resistance and resilience to violence.</i></p>	<p><i>approaches where there is a compelling rationale.</i></p>
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## 5.12 HCVS 'MY ENDS' INITIATIVE

A Hackney CVS-led initiative

### Safeguarding and Multi-Agency Working

5.12.1	<p>Use Contextual Safeguarding as the conceptual framework to drive the partnership and ensure that we tackle the drivers of the violence in the area</p>	<p>RISE UP East Hackney Wick Partnership</p>	<p><i>[Strategic Principle 2] We are committed as a whole partnership to better understanding the causes of violence and ensuring they are addressed through a whole systems Approach.</i></p>	<p><i>[Enabling Principle 1] We are committed to collaborative working with all stakeholders (both statutory and in the community), building strong lasting relationships and fostering genuine co-production.</i></p> <p><i>[Enabling Principle 2] We will respectfully hold each other to account and be responsible for understanding our role within, and how we influence and shape, the wider system to reduce violence and its impact.</i></p>
5.12.2	<p>Encourage multi agency working but ensure that there is accountability, and work with the police and the authorities in ways that are critically aware and empowering for our communities</p>	<p>RISE UP East Hackney Wick Partnership</p>		
5.12.3	<p>Ensure that there is alignment with key Council departments and initiatives such as Improving Outcomes for Young Black Men Strategy</p>	<p>RISE UP East Hackney Wick Partnership</p>		

5.12.4	Work with our local Community Safety Partnership and violence reduction plans and feed in our practice and learning into these and with the VRU	RISE UP East Hackney Wick Partnership		
5.12.5	link with the NE London hospitals Information Sharing to Tackle Violence (ISTV) scheme and have key contacts at Homerton hospital which is close to the area.	RISE UP East Hackney Wick Partnership		
<b>Risk Factors</b>				
5.12.6	<p>Recognising the range of risk factors in Hackney Wick and ensuring that there are protective factors in place that will mitigate against these risks. This will include:</p> <ul style="list-style-type: none"> <li>- Supporting parents, carers and guardians</li> <li>- Working holistically so we support the whole family and not just the individual child/young person</li> <li>- Building confidence and resilience in young people</li> <li>- Understanding the motivations and pathways to violence</li> <li>- Understanding how women and girls are impacted by violence</li> </ul>	RISE UP East Hackney Wick Partnership	<p><i>[Strategic Principle 1]</i> We recognise that violence is due to a complex set of interacting causes based on multiple disadvantages including historical, political and social aspects.</p> <p><i>[Strategic Principle 2]</i> We are committed as a whole partnership to better understanding the causes of violence and ensuring they are addressed through a whole systems Approach.</p>	<p><i>[Enabling Principle 9]</i> We will work in a way that is trauma-informed, ACE-aware and resilience-focused.</p>
5.12.7	Use the hyper local focus over a two year	RISE UP East	<i>[Strategic Principle 3]</i>	

	period to bring agencies such as ELBA and Princes Trust into the area through creating direct pathways into employment and training so we can impact on the growing number of young people out of work due to Covid-19 and lockdown	Hackney Wick Partnership	<i>We are committed to intervening early, addressing root causes and where possible preventing violence and the resultant harm from occurring.</i>	
<b>Activities</b>				
5.12.8	Intergenerational work with parents and carers and children and young people led by Wickers charity and supported by the Crib	RISE UP East Hackney Wick Partnership	<p><i>[Strategic Principle 3] We are committed to intervening early, addressing root causes and where possible preventing violence and the resultant harm from occurring.</i></p> <p><i>[Strategic Principle 5] We recognise and value the many assets and strengths that exist within families and communities and are committed to supporting and working with them to empower and build resistance and resilience to violence.</i></p>	<p><i>[Enabling Principle 1] We are committed to collaborative working with all stakeholders (both statutory and in the community), building strong lasting relationships and fostering genuine co-production.</i></p> <p><i>[Enabling principle 4] We will be open to innovation and prepared to trial approaches, particularly community based approaches where there is a compelling rationale.</i></p>
5.12.9	Team building across the partnership led by NCBI	RISE UP East Hackney Wick Partnership		
5.12.10	Work with Wick Award (Hackney Wick's Big Local community development organisation) via Hackney Quest	RISE UP East Hackney Wick Partnership		
5.12.11	Knife crime awareness sessions in schools delivered by Wickers Charity	Wickers Charity		
5.12.12	Together – a peer led programme exploring healthy relationships led by Immediate Theatre	Immediate Theatre		
5.12.13	Develop a new network of local residents, small businesses and stakeholders with a focus on youth violence	RISE UP East Hackney Wick Partnership		
5.12.14	Level 1/2 Youth work training and Football coaching delivered by Hackney CVS Youth team	HCVS / Hackney Wick		

	and Hackney Wick FC	FC		
5.12.16	Plan an annual festival that brings communities together and celebrates Hackney Wick to be held on Mabley Green	RISE UP East Hackney Wick Partnership		

## 6. APPENDIX

### 6.1 SERIOUS VIOLENCE COMMUNICATIONS PLAN

This communications plan sets out how we plan to communicate the Council's public health approach to tackling serious violence in Hackney, signposting residents and professionals to key service areas, and ensure unified communications around our community safety strategy across the board. This is in alignment with strategic principles 6 and 7.

#### Strategy

#### Summary

This communications plan sets out how we plan to communicate the Council's public health approach to tackling serious violence in Hackney, signposting residents and professionals to key service areas, and ensure unified communications around our community safety strategy across the board. We will break down our public health approach into three key areas:

1. Early intervention and prevention
2. Supporting young people and adults involved in criminal activity

### 3. Rehabilitation

This work will fall under the **#MakingHackneySafer** communications banner. More information about this narrative can be found on page 27 of LBH's [Communications Strategy](#).

It will also link in with the Community Safety Partnership Plan 2019-2022, Youth Justice Plan 2019 - 2022, Serious Violence Action Plan, Reducing Exclusions Board, and Improving Outcomes for Young Black Men Programme, which builds on the Youth Justice Board's approach of 'child first, offender second', as well as Prevent, the Council's counter-terrorism initiative to support young people away from radicalisation.

#### **Stakeholders**

This plan brings together a range of key stakeholders, both internal and external. Key internal stakeholders are Children and Families Services, Youth Justice Team, the Integrated Gangs Unit, Safer Young Hackney and Improving Outcomes for Young Black Men. External stakeholders include the Met Police, HCVS, Hackney Young Futures Commission, neighbouring local authorities (Tower Hamlets, Islington, Haringey, City of London), voluntary and community sector organisations and CCGs.

#### **Background**

##### **Public health approach**

Hackney takes a public health approach to tackling violence, which views violence not as isolated incidents or a quintessential police enforcement issue, but as a consequence of a range of preventable factors - such as socioeconomic issues, harmful early-life experiences and mental ill health.

The public health model requires four steps:

- A problem is identified
- The risks; protective factors; and the causes are established
- Once this has been done, interventions are developed and evaluated, and finally effective policies and programmes need to be scaled up
- Once the final step has been reached, the cycle starts again from the beginning, with systematic data collection to identify the problem.

## **Crime in Hackney**

The Council and its partners have taken great strides over the past decade in reducing crime and disorder. However, against a backdrop of austerity and police cuts, we have seen an increase in concerns about crime, including violent offences. These issues are mirrored across London and nationally, and we know that addressing them is a priority for residents.

Hackney residents' biggest crime concerns are burglary (56%), knife crime (55%) and robbery (55%). Furthermore, 51% of women feel unsafe walking alone at night, as do 48% of social renters. These statistics show that more needs to be done to reassure residents, create transparency and understanding around our public health approach, and ensure that residents are aware of the support available to them and their families.

### **Young people's concerns**

#### **Outdated stereotypes**

As shown in our [Community Safety Partnership Plan 2019-2022](#), most young people voiced concerns about gang-related activities and behaviours. However, they also highlighted the overwhelming need to break down stereotypes surrounding gang culture and crime that weighed heavily on fear of gang crime. This corresponds with the results of our resident's survey, which showed that more residents were concerned about serious violence and gang crime than had personally witnessed or experienced it. However, it's recognised that certain sections of the community may be at higher risk of victimisation, and whilst the evidence points towards young people, the risk level could vary depending on a range of associated factors and shouldn't be generalised across whole communities. It's key that we empower young people and work with them to tackle outdated stereotypes.

#### **Concerns around state violence**

Young people in Hackney are particularly concerned with the issue of state violence, such as the use of force by the police and racial profiling, as detailed by the [Hackney Young Futures Commission](#).

Recent Met Police data reveals that black people are four times more likely to be stopped and searched than white people - and nine times more likely under Section 60 powers. According to MOPAC, confidence that the police would treat everyone fairly, regardless of who they are, has decreased significantly in the past three years - from 80 per cent agreeing in 2017 to 48 per cent in 2020.

A series of recommendations have been made by [Hackney Young Futures Commission](#) to tackle this issue and to ensure that young people are not further affected by state violence and racial profiling by the police. These include ensuring cultural competence training for police officers in Hackney, nominating young people onto the Police Recruitment Strategy Board to support and advise on improving representation within the workforce, significantly improving the use of body worn cameras and providing robust mental health support for young people affected by state violence. Further recommendations can be found

[here.](#)

We need to continue to be clear that Hackney is no place for racism - state or otherwise. It's critical that we maintain transparent and open dialogue with young people about their concerns, and about what we're doing to tackle the issue of state violence, including implementing the recommendations made by local young people in the Hackney Young Futures Commission's 70-point plan. We also need to raise awareness of the support available to those who have been affected by state violence.

## Objectives

- Create transparency and understanding of our approach to tackling serious violence in the round: SMART[1] XX% impressions through social media posts, with focus on click-throughs to webpages
- Empower professionals and members of the community to reach out for support and to signpost people to the correct services. SMART [1] XX increase in people accessing/contacting our services. SMART [2] XX% increase in reports to police following campaign on specific issue (i.e. child exploitation - XX% increase in suspected child exploitation reports)
- Work closely with our stakeholders to ensure that we are using clear and transparent communications regarding crime and community safety in our borough to break down the barriers that stop people from reaching out for help [SMART: XX% increase in people contacting our services for advice & support]
- Ensure that we're working with key partners to develop a unified response to crisis situations: SMART [1], XX% increase in reports following crisis incident/key issue (i.e. an increase in robbery reports following letter sent to affected area with a reporting CTA).
- Raise awareness of how we are working with communities and statutory partners to tackle serious violence, including through neighbourhood forums, The City & Hackney Safeguarding Children Board (CHSCB), Health and Wellbeing Board and City and Hackney Safeguarding Adults Board. [SMART objective required].
- Ensure open, transparent dialogues between ourselves, partners and local young people about how we are working to tackle systemic racism and inequality. [SMART objective required]

## Narrative and key messages

### Narrative

Hackney Council is committed to tackling all forms of violent crime, taking a public health approach that treats violent crime as a preventable public health issue

and recognises the importance of working in partnership with the community, and putting residents at the heart of issues that shape their lives.

Through working with our partners, we can address the root causes of serious violence and gang crime and the factors that might lead people down a path of violence crime, such as socioeconomic, education, employment and/or mental health issues.

## **Key Messages**

### **General:**

- Tackling violence is a long standing priority for the Council and our partners in the police, voluntary sector and youth organisations.
- We recognise the major impact that violence can have on the community as a whole, not least our young people who have the right to grow up feeling safe.
- By working together over the past ten or more years, the Council and voluntary and community organisations have made huge progress in tackling gangs, violent crime and youth crime in Hackney. We work closely with these groups by commissioning services, providing community grants and meeting regularly to share intelligence.
- Violent crime is preventable and should be treated as such - every child deserves the right to grow up in a safe environment. This is the ethos behind Hackney's public health approach to tackling violent crime, which aims to tackle the risk factors that may lead young people to become involved in illicit activities. Find out more at: [hackney.gov.uk/serious-violence-support](http://hackney.gov.uk/serious-violence-support)
- We want to keep our young people safe, alive and out of prison. By supporting those who are involved in crime, or at risk of becoming involved, we can help them choose different paths and improve their futures. This is not about delivering soft justice, but rather smart justice which identifies and addresses the complex factors that lead, or have led, people to become involved in violent crime. By taking a proactive approach, we can create a safer Hackney for everyone.
- Our Integrated Gangs Unit (IGU) works with 150 people involved in gangs at any one time, supporting them to change their behaviour and diverting them away from gang involvement. The IGU's work goes hand-in-hand with our wider approach to preventing serious violence through contextual safeguarding, community outreach and investment in frontline voluntary services.
- we have increased the outreach work we do in local communities, expanded the community engagement work of the Integrated Gangs Unit with greater links with schools, community organisations and the wider community. We're transforming how we do social care, through contextual safeguarding which looks beyond the family home, and we invest in front line voluntary sector services.

### **Tackling state violence and discrimination:**

- Hackney has a strong tradition of standing up to racism and we are a proud, diverse borough, but saying that isn't enough – the injustices and systemic racism faced by black people are more apparent than ever. Their voices must be heard.
- Tackling racism and inequality is the core of our politics, and we have run programmes to listen to and improve the life changes of [young black men](#),

campaigned against the [injustices faced by the Windrush generation](#) and established local forums for young people to raise concerns about and influence council and police policies - such as the [Hackney Young Futures Commission](#), who recently handed us their 70-point plan for change. We will continue working with local young people and our partners to stamp out systemic racism and state violence.

#### **Call to actions:**

- Don't be afraid to reach out if you are concerned about your welfare or the welfare of someone else - we can help you.
- If you have any concerns about a young person, groups of young people, or a location where you feel children are unsafe and would like guidance and support, contact the Council's First Access & Screening Team (FAST) on 020 8356 5500 (out of hours 020 8356 2710) or [fast@hackney.gov.uk](mailto:fast@hackney.gov.uk). FAST links professionals from our children and families services and the police, health and probation service to support young people and families in need.
- There are a range of free activities for young people in Hackney to get involved in where they can channel their energy in a positive manner, such as Young Hackney's youth hubs and summer arts' festival Discover Young Hackney. Visit [www.younghackney.org](http://www.younghackney.org) for more information.

#### **Approach**

We will split our serious violence approach into three key areas: prevention, working with people involved in crime, and rehabilitation. Through working closely with service areas, we will communicate our approach through:

#### **Overarching communications**

- A dedicated webpage with clear signposting and information for both residents and professionals
- A separate webpage for the Integrated Gangs Unit (IGU) - linked via the Serious Violence webpage
- A series of animations and graphics to be seeded out through our social channels and partner channels, including information about our public health approach to serious violence (how we're tackling SV in the round and our service areas, CFS, IGU, YOT etc.), information on reporting methods, where to seek help and links to our website/s. Hero content could be supported by above the line.
- An infographic detailing our public health approach to serious violence (similar to the [MHCLG Early Help System honeycomb graphic](#) (found on page 7))
- Leaflets tackling specific issues, such as child exploitation, knife crime and state violence (with input from a range of service areas - IGU, CFS, YOT, Young Hackney, HLT) and also, if possible, from local young people (e.g. Safer Young Hackney Board)
- Identifying news hooks to enable us to talk about our approach to tackling serious violence in the round, such as the upcoming appointment of a mental health worker to sit in the IGU

- Continuing to link up with Islington Council on their Finsbury Park Together newsletter, providing news stories and call to actions (CTAs)
- Utilising digital screens on vans to broadcast hyperlocal or borough-wide key messages
- Time-sensitive spokesperson blogs to be hosted on website addressing concerns around specific issue (i.e. police brutality, knife crime, terrorism), following hyperlocal, regional or national incident - or international in some cases
- Summer holidays safety messages for young people and their parents - ensuring parents are aware of clear pathways for accessing help and support

### **Building trust with young people**

- Studies show that peer-to-peer communications that ‘show’ rather than ‘tell’ work best with a younger audience. With this in mind we will work within the community to identify champions who can communicate the dangers of knife crime to younger people.
- Effectively communicate that young people who wish to seek help and/or have been involved in gangs or knife crime feel confident and comfortable in reaching out to our services for advice and support, using language that is supportive, as opposed to threatening.
- We will **not** post any images of seized knives/weapons on social media, as studies show that the publication of seized weapons such as ‘zombie knives’ can encourage aggressive behaviour and increase fear, particularly in younger people. These negative effects have been detailed in [Psychology Today](#) and [MOPAC’s Youth Voice Survey Report](#).
- Any campaigns around violent crime will be developed in collaboration with local young people and involve community groups, to ensure that messaging is inclusive and relatable. It’s essential that young people are the driver in conversations about their own experiences.

### **Crisis communications**

- Working with partners in crisis situations to ensure a joint communications approach, including developing joint letters with clear CTAs, joint reactive press lines and joint statements.
- Dependent on magnitude, media requests for interviews may be a possibility. In this case, we will identify a spokesperson and prepare a briefing document to ensure that our key messages and information are conveyed during the interview, using the ‘[bridge](#)’ technique.

### **Seasonal Campaign Bursts**

Below are a list of key seasonal periods that have been identified for targeted communications opportunities and campaign activity. Campaign-specific communications plans, project timelines, and content calendars will be created for individual campaigns, following the Government Communication Service’s [OASIS framework](#): Objectives, Audience, Strategy/Insight, Implementation and Scoring/Evaluation.

- Spring tips - Respect our parks and be mindful of residents: take your litter with you, stay hydrated throughout the day, don't play music loud, no public urination
- Summer holidays - Activities for young people and tips to make sure your child is safe - sent to schools and youth hubs for distribution
- Festive tips (Xmas/NYE) - Keeping safe when out after sunset, using well-lit routes

#### Days of the year

Below are a list of national and international days/weeks/months of the year for which we could do campaigns/communications around:

- International Youth Day, 12 August
- World Mental Health Day, 10 October
- National Hate Crime Awareness Week, 10th October - 17th October
- International Day for the Elimination of Racial Discrimination, 21 March 2021
- Stephen Lawrence Day 2021, 22 April 2021
- International Day of non-Violence, 2 October 2021

#### Success measures

- An increase in referrals to our support services, particularly at the early stage of risk
- An increase in reports of crime in the borough, particularly specific crime following a targeted campaign - i.e. an increase in reports of burglary following a campaign tackling this issue
- Social media reach, engagements, and click-throughs to our webpages
- Increased awareness in our services and our public health response to tackling violent crime. This could be measured through feedback from service areas who attend meetings with members of the community and/or work with professionals.