

GENDER-BASED VIOLENCE STRATEGY



DELIVERY PLAN 2024-26

Mayor's foreword

I want Greater Manchester to be a place where everyone can live a good life, growing up, getting on, and growing old in a greener, fairer, more prosperous cityregion.

Everyone in Greater Manchester deserves to be able to live well without the fear of abuse or violence in any form. While gender-based violence has a devastating impact on many people in our city-region, this issue disproportionately affects the lives of women and girls and too often it is accepted as an everyday part of life.

Gender-based violence has a wider detrimental impact on our communities as a result of the ill health, trauma and negative economic impact which is a ripple effect from this pervasive form of abuse. I am clear that we cannot achieve our ambitious vision for Greater Manchester without preventing and tackling this entrenched problem in all its forms. The scale of the challenge is significant, and it needs all our organisations and everyone in our city-region to do their bit.

Since we launched our ten-year Greater Manchester Gender-Based Violence Strategy in 2021, we are seeing real progress in delivering change across Greater Manchester. This work is led by the Deputy Mayor and is very much a partnership approach working across the public, private and voluntary sector drawing on the insights of our communities, including those with lived experience.

This refreshed delivery plan for 2024-2026 responds to what we have learned over the past few years building on existing work to improve our coordinated response to gender-based violence including on education, housing and health. However, it also expands on our ambition to tackle this complex issue by working on new priorities such as improving safety on our transport network and working with employers to address gender-based violence inside and outside of the workplace.

I'm particularly pleased with our public engagement campaign #IsThisOK, which has targeted men and boys to call out sexist and misogynistic behaviours and to consider their own conduct. It has had significant reach, with over 4.1 million views social media. Over half of men and boys surveyed (53%) said it has made them think, feel, or want to do something differently. Our next phase of this campaign will focus on

abuse and coercive control and is being codesigned using feedback from our partners and our Gender-Based Violence Lived Experience Panel.

Our Gender-Based Violence Strategy has always recognised the importance of inclusivity and intersectionality. In the last few years, we have targeted support to those people who identify as LGBTQ, those with significant neurodiversity and individuals with No Recourse to Public Funds to enable them to access support, recognising their unique requirements and vulnerabilities.

I want to see change. While we are making a difference there is still more to do. The rise in misogyny in the physical and online world and offences such as sexual violence, domestic abuse, stalking and harassment continues be a threat to our community and has no place in Greater Manchester. These are not an inevitable part of modern life, and I believe that our city-region should lead the way in eradicating gender-based violence.

We all have a role to play, whether in calling out abuse wherever we find it or supporting those including our family, friends and colleagues who have experienced gender-based violence. I remain as committed as ever to making this happen.

Andy Burnham

Mayor of Greater Manchester

Deputy Mayor's foreword

As Deputy Mayor and Chair of the Gender-Based Violence Board, I am delighted to introduce our multi-agency Greater Manchester Gender-Based Violence Delivery Plan, 2024-26. This plan reflects our focus on making tangible changes to prevent and stop abuse in Greater Manchester.

Gender-based violence has a long-lasting impact on those who experience it and can shatter people's lives. The ambition and scale of this plan reflects our determination to root it out, with coordinated action across services and our communities.

The timing of this launch, setting out the second two-year phase of our 10-year Gender-Based Violence Strategy, coincides with the first few months of a new national government which is committed to halving violence against women and girls, and working closely with devolved authorities.

This plan is written in the context of increasing demand for services by people who often have multiple support requirements, at the same time as we face funding constraints at a national, city-region and local level affecting all our public and voluntary sector partners. In this context, evidence-led planning, investment and delivery are critical to achieving the objectives we have set out in this plan. We need to demonstrate that we are improving outcomes for victims and survivors and making best use of our limited resources.

During the life of this plan, we will be developing a Strategic Needs Assessment (SNA) to ensure a shared and consistent understanding of gender-based violence, putting the needs of victims front and centre in delivery. The SNA will also enable us to more accurately target primary prevention of gender-based violence, working closely with young people and education providers and building on the work of our previous plan.

I am particularly grateful to the members of our newly formed Gender-Based Violence Lived Experience Panel, who are critical to ensuring we change the way we do things for the better in Greater Manchester. This diverse and knowledgeable group has already influenced our feedback to the United Nations on Violence

Against Women and Girls (VAWG) matters, the content of this Delivery Plan and shaped the next phase of the gender-based violence public campaign.

I recognise that, too often, we are led by the needs of services and processes rather than victims and I am committed, through this plan, to ensure we work differently, adopting a trauma-informed approach that seeks to ensure victims are supported every step of the way.

We are using all our collective powers to punish, disrupt and change the behaviour of perpetrators of abuse. This delivery plan reflects this focus, working with Greater Manchester Police (GMP), Greater Manchester Probation Service and with VCFSE (voluntary, community, faith and social enterprise) organisations to tackle gender-based violence. The launch of the government's pilot Domestic Abuse Protection Orders in Greater Manchester will give us the opportunity to provide robust long-term protection for victims and to shape the local and national approach to tackling domestic abuse. We will build on this over the next two years by developing our Greater Manchester Perpetrator Strategy to maximise our collective powers and resources to reduce offending.

The National Police Chiefs' Council recognises the 'epidemic level' of violence against women and girls in society and the role the police have in preventing harm and bringing offenders to justice. GMP is unrecognisable from the police force it was five years ago – not just in terms of performance but also in terms of culture and approach. But while GMP continues to perform well in relation to the rate of solved gender-based violence crimes, including domestic abuse crimes, there are clearly still improvements to make in the policing of gender-based violence and within the force itself. Trust in the police and the wider criminal justice system is critical if we are to successfully tackle this issue.

We are a region that has a long history of collaboration and innovation. I believe that we need to harness this to challenge traditional ways of planning and delivering public services, recognising that many of the models for support services have changed little over the last decade.

A good example of a different way of doing things is our Domestic Abuse Crisis pilot in Bolton and Salford which provides holistic support to victims of domestic abuse.

After a report to the police, Domestic Abuse Workers undertake a joint visit with

GMP to provide emotional and psychological support to the victim and signpost to support services. Following positive outcomes for victims and the police, we have funded this new approach for a second year while exploring options to mainstream this into domestic abuse provision in Greater Manchester.

I'm proud of the progress we have made in the first two years of our Gender-Based Violence Strategy, but I am clear that sustained effort is needed to continue to challenge deep rooted misogyny, prevent gender-based violence and provide better victim-centred support services in Greater Manchester. This plan sets our commitment to those ambitions, and our determination to achieve them.

Kate Green

Deputy Mayor of Greater Manchester for Safer and Stronger Communities

Priority one – Lived experience

Key aims:

- The Gender-Based Violence Lived Experience Panel is an influential voice regarding gender-based violence policy design and delivery.
- The Gender-Based Violence Lived Experience Panel is connected to relevant groups across Greater Manchester and has strong relationships with the Gender-Based Violence Executive and Gender-Based Violence Board to create an authentic and influential culture of lived experience in decision making.

Themes:

Agree a priority/work plan for Panel.

This will both be informed by the Gender-Based Violence Strategy but also enable new ideas and points of emphasis.

Engagement with those from diverse and marginalised backgrounds

Ensure a wide range of voices and experiences are heard as part of the group.

Develop effective joint working arrangements with the Gender-Based Violence Executive and Board

Ensure people with lived experience inform the design, direction and decision making of Gender-Based Violence Strategy. Elect a representative to Gender-Based Violence Board.

Agree interaction with wider Greater Manchester gender-based violence stakeholder landscape.

The group will agree key partners and groups they want to establish relationships with over the next year to support the Panel's Priority Plan.

Communication strategy

Agree their visibility and awareness within Greater Manchester and their preferred communication methods.

Lived Experience Support

Support the coordination and development of the group.

Priority two – Public engagement

Key aims:

- A flagship gender-based violence campaign that changes men and boys' behaviour.
- Public engagement as an enabler to support gender-based violence priority areas including employers, children, etc.
- Public engagement work is representative of diverse communities in Greater Manchester.

Themes:

Continue to deliver a flagship gender-based violence campaign aimed at changing men's and boys' behaviours and attitudes towards women and girls Promote the existing #IsThisOK campaign.

Support and promote the education priority

Spotlight on the programme as it is delivered in primary and secondary schools.

Engaging with diverse communities

Ensure public engagement work is representative of, and engages with, diverse communities in Greater Manchester.

Looking to the future

Ensure public engagement support for future work to tackle gender-based violence in workplaces (Employer Priority) and for children.

Events support and proactivity

Continue to support events and look for opportunities that work to tackle genderbased violence in Greater Manchester, including campaigning opportunities.

Develop a baseline

This will help us to better understand how to measure public engagement's effect on gender equality.

Priority three – Education

This is a joint delivery plan with the Greater Manchester Violence Reduction Unit to ensure coordinated engagement with schools, colleges and universities on violence in all its forms.

Key aims:

- Identify and respond to the main gender-based violence issues that affect women and girls in education, schools, colleges and universities.
- Make university campuses a safe place for women and girls to work in, walk through and socialise.
- Promote positive masculinity.

Themes:

Identify and respond to Honour Based Abuse/ Violence in Schools and colleges

To include the delivery of the 'Education 2024 gender-based violenceHA project' commissioned with Salford Foundation. Includes a focus on vulnerable groups and an audit to identify and respond to training needs across the sector.

Work with further and higher education, including on key transitions

Build on existing partnerships to ensure a unified approach to understanding need and identifying a coordinated response, and ensure support is in place during critical transition stages in young people's education.

Positive Masculinities

Build on and expand existing work to promote positive masculinities with boys and men (early age to adolescence) in Greater Manchester, including positive bystander work.

Priority four – Health

Themes:

Review of commissioned pathways

Review commissioning budgets and map current services and pathways in primary and secondary care against commissioning standards and legal requirements.

Role as an employer

Support the wider health system to embed the NHS Sexual Safety Charter and deliver the statutory domestic abuse requirements via NHS contracts as part of the ICB commissioner assurance.

Embedding policy

Continued support to NHS organisations to support implementation of domestic abuse policy for victims and perpetrators, including a 12-month pilot funded by Standing Together (STADA).

DHR quality assurance

Enact ICB delegated responsibility for quality assurance of the health elements of Domestic Homicide Reviews (death governance mechanisms to demonstrate effective response for health actions, and linked to GMCA-led work on DHRs).

Assurance

ICB Executive DHR assurance role for health-related recommendations – overview of Greater Manchester DHRs for health.

Continued implementation of the Mental Health pathfinder

Improve integrated support for victims of sexual violence that have complex mental health problems.

Priority five – Housing

Key aims:

- Ensure that gender-based violence is woven into homelessness policy, strategy and practice.
- Embed a 'whole housing approach' to domestic abuse and gender-based violence.
- Consolidate our work on gender-based violence into emerging work on a Greater Manchester-wide response to multiple disadvantage.

Themes:

Campaigning and influencing

Take a targeted approach to lobbying and influencing on systems change priorities which cut across gender-based violence and homelessness and Greater Manchester's response.

Domestic Abuse Housing Accreditation (DAHA)

Support six Greater Manchester housing providers to become accredited and therefore domestic abuse exemplars.

Greater Manchester Housing Providers' policy

Greater Manchester Housing Providers' partnership to develop a policy commitment to ensuring that no victims of gender-based violence in social housing are put at risk of homelessness as a result.

Greater Manchester domestic abuse out of borough protocol

Publicise and increase uptake of the Greater Manchester Cross-Border Housing Reciprocal

Housing regulation and quality

Ensure the Good Landlord Charter and Greater Manchester response to emerging regulation recognises the role of landlords in homelessness prevention and violence reduction.

Workforce development

Improved training and awareness to support an informed workforce, which is aware of the tools at their disposal and confident identifying people at risk – providing tailored support and guidance.

Gender-based violence and homelessness prevention

Bring together homelessness networks on gender-based violence to ensure the Greater Manchester Homeless Prevention Strategy actively addresses housing insecurity which compounds the risks of gender-based violence for women and children.

Gender-based violence, rough sleeping and multiple disadvantage

Embed learning to ensure that the offer for women experiencing rough sleeping is truly person-centred and effective, particularly for victims of gender-based violence.

Specialist housing-related support for people experiencing domestic abuse

Develop a full understanding of accommodation-based support for people experiencing domestic abuse, looking specifically at the extent to which current pathways meet the needs of people with protected characteristics.

Working with perpetrators

Work with the Probation Service's Homeless Prevention Taskforce on housing options and behaviour change for perpetrators of domestic abuse, learning from the GMCA/Probation collaboration on CAS-3 and other prison leaver programmes.

Priority six – Equality, diversity and inclusion

This priority has been refreshed to include a stronger focus on LGBTQ+ issues. However, we will maintain our work with older people and disabled groups to develop work to meet the needs of these communities. We will continue to be cognisant of the wider EDI agenda and will strive to ensure the needs and voices of our most marginalised people are heard.

Key aims:

- Ensure that the communities highlighted within the genderbased violence Strategy can see their interests reflected in the plan.
- Build on existing work to support neurodiverse individuals and people with a disability.
- Establish a programme of work with the LGBTQ+ Community to reflect the prioritisation of this group.
- Work with the Lotus Hub to develop a sustainable future and continue the radical and life changing work with people with No Recourse to Public Funds.

Themes:

LGBTQ+ community

Understand specific needs, services required and opportunities to support the LGBTQ+ community.

Older People

Develop a comprehensive approach to gender-based violence and older people ensuring this is aligned to Ageing Well/Ageing Hub aims.

People with a disability

Build on existing work to further understand and support the specific needs of people with disabilities who experience gender-based violence, with a particular focus on neurodivergent people.

No Recourse to Public Funds

Deliver a radical transformation of support services targeted at those with No Recourse to Public Funds (NRPF).

Honour Based Abuse

Review and address the findings from the Honour Based Abuse report in Greater Manchester.

Priority seven – Policing and criminal justice

Key aims:

- Improved outcomes for victims of gender-based violence.
- Better experience of the criminal justice system for genderbased violence victims.
- Improved public confidence and trust.

Themes:

Operation Soteria implementation

Joint governance of Operation Soteria as a GMP change programme.

Domestic Abuse Performance

Improve quantitative and qualitative performance to meet victim's needs.

Domestic Abuse Protection Order (DAPO) implementation and monitoring

Provide information and updates during the trial, then quality assure the processes.

Deliver and evaluate a 2-year MASIP (Multi Agency Stalking Intervention Programme)

Create stalking clinics to assess risk, refer to interventions and victim support services. Improve performance to meet victim's needs.

Offender management and the relentless pursuit of perpetrators

Ensure consistency in the approach to effectively select cohorts and manage associated risk.

Ensure alignment between Greater Manchester work, the National Violence Against Women and Girls (VAWG) requirements and wider national requirements e.g. Victim and Prisoners Act 2024

Clear plan delivering against national objectives aligned to gender-based violence delivery plan.

Criminal Justice

This is still under development, and we will be engaging with the Justice Rehabilitation Executive to further develop the priorities for criminal justice around the themes of RASSO, domestic abuse and victim experience.

Joint approach with GMP to the offender management of domestic abuse perpetrators

This will include DAPO (Domestic Abuse Protection Orders) and MATAC (Multi Agency Tasking and Coordination). Getting the governance / information sharing / cohort selection right is critical.

Consistent process for Probation Service practitioners to request disclosure from GMP

Clarity around criteria for perpetrator programs being provided to non-stats.

Probation Service supervised cases should be excluded from these programs.

Enhanced approach to domestic abuse checks

Joint approach by GMP and the Probation Service – a need for improvement in terms of responsibility for checks and also quality of checks.

Priority eight – Perpetrators

Key aims:

- Deliver effective perpetrator provision working closely with local authorities including investing in earlier interventions.
- Coordinate consistent Greater Manchester-wide approaches to perpetrator provision.
- Understand the impact on victims and perpetrators and learn from perpetrator delivery.

Themes:

Delivery focus

Work with Greater Manchester districts and local authorities to deliver the best perpetrator provision in the context of constrained funding.

Intervening earlier

Work with GMP and the Hampton Trust to deliver the early intervention, Cautioning and Relationship Abuse (CARA) perpetrator programme.

Implement Multi Agency Tasking and Coordination (MATAC)

Roll-out of MATAC approach across Greater Manchester working with the districts and local authorities to understand what works.

Implement the Domestic Abuse Protection Order (DAPO) Pilot

Work with SROs (senior responsible officers) from the gender-based violence policing priority to implement the pilot, ensuring ongoing monitoring and links to perpetrator programmes.

Impact: monitoring and evaluation

Understand the impact of perpetrator approaches and commissioned services supported by the Greater Manchester Domestic Abuse Perpetrator Quality, Learning and Assurance Board.

Develop a consistent Greater Manchester approach

Develop an approach that is aligned to national models and will inform funding priorities and approaches from March 2025.

Priority nine – Employers and employment

Alongside working with and asking employers to take further action to prevent and respond to gender-based violence, as an employer GMCA will also be reviewing the steps it can take as an organisation to support action to tackle the issue.

Key aims:

- More Greater Manchester employers to take meaningful action to prevent and eradicate gender-based violence.
- More Greater Manchester employers to support staff who are victims of gender-based violence and respond appropriately to perpetrators.
- Establish an employer-led initiative across systems and sectors to drive this with the public sector leading by example.

Themes:

GMCA as an employer

Making a statement. Making the case.

Stakeholder Engagement Plan including engagement with employer organisations

Work with leading employers in all 10 of the Greater Manchester boroughs who can help lead the way in tackling gender-based violence (one statutory, one private sector).

Establish an employer-led initiative

Deliver a programme of coordinated employer engagement

Strategic engagement and communications

Align gender-based violence approach with Greater Manchester priorities

To include Greater Manchester Good Employment Charter and Greater Manchester Real Living Wage.

Recognition of what good looks like

To include in social value frameworks across Greater Manchester.

Priority ten – Sex workers

Key aims:

- Build on existing partnerships and increase reach wherever possible to keep people who sex work safe and improve outcomes.
- Ensure the diverse voice of sex workers is reflected in our delivery.
- Improve statutory service response to Sex Workers
 Understand scale and response required to online sex work in Greater Manchester.

Themes:

Strengthening support and information sharing

Build on strong partnerships and identify opportunities to build capacity in thematic/place-based support.

Increasing reach

Support pilots in key boroughs across Greater Manchester and identify any specialist support required to groups with protected characteristics.

Lived experience and influencing change

Ensure the diverse voices of sex workers is reflected in our policy design and service delivery.

Workforce and culture

Work with statutory partners to upskill and improve the response to sex workers including adopting a trauma informed approach.

Victim-focused approach to reporting and investigating crime

Work with GMP on support to sex workers reporting gender-based violence and engage with people who sex work to better understand and seek to remove barriers which prevent reporting.

Understanding and responding to online sex work in Greater Manchester

Gather intelligence, understand need and develop a shared view and response. This is a large and complex area and will be a key element of this priority.

Responsiveness to change

Keeping up to date with developments that may affect sex work including technological changes, recognising that this can have positive effects (increasing safety and control) and negative in term of increasing opportunities for exploitation.

Priority eleven – Children

Children have been identified as victims under the Domestic Abuse Act 2021 which recognises children as victims of domestic abuse if they "see, hear or otherwise experience the effects of abuse."

Key aims:

- Ensure the voice of children and young people who have experienced gender-based violence is at the heart of our approach – listening to and learning from their experiences and insights.
- Recognise and work with existing Greater Manchester-wide children and young people workstreams to develop coordinated approaches to supporting children as victims, witnesses and perpetrators (intimate and familial).
- Work with our partners to identify our response as part of the wider Adverse Childhood Experiences work.

Themes:

Develop an evidence-led approach

Understand the number of children affected by domestic violence, their needs and service provision to better inform future commissioning and delivery.

Early intervention

Draw on best practice and evidence base to understand and develop a consistent early intervention response to prevent children and young people becoming perpetrators.

Develop a skilled trauma-informed workforce

Aligned to existing work to support a consistent trauma informed workforce develop approach to support young people who are victims of abuse (and who may also be perpetrators).

Priority twelve – Travel and transport

Key aims:

- Help people to feel safe on the transport network whilst travelling through Greater Manchester
- Respond to gender-based violence concerns and build on what works.

Themes:

Partnership awareness

Promotion of the Greater Manchester TravelSafe Partnership as a known and trusted brand for safety to the public.

Enhanced staff training

To include, for example, sexual harassment and vulnerability, active bystander intervention training for frontline staff.

White Ribbon promotion

To demonstrate allyship with victims of gender-based violence.

Safe Spaces

Explore the possibility of transport infrastructure becoming 'Safe Spaces' (this can be conceptually based on enhanced training rather than physical).

Reporting and awareness

To include a focus on LiveChat and Help points.

Funding

Explore funding opportunities to build on previous work through, for example, the Home Office Safer Streets Fund.

Campaigns and communication

To include, for example, zero tolerance to sexual harassment, bystander intervention, darker nights, anti-social behaviour, reassurance (always on messages about CCTV monitoring, staff etc).

Infrastructure reviews

To include lighting, CCTV etc.

Travel passes for vulnerable women and girls

Free travel provision for voluntary groups e.g. Street Pastors

Priority thirteen – Greater Manchester-wide governance mechanisms

Key aims:

- Work with partners across Greater Manchester to determine priorities for governance review and refresh.
- Finalise governance review of MARAC (Multi Agency Risk Assessment Conference).
- Develop consistent approaches to key pieces of work e.g. perpetrator approach.
- Evaluate Operation Encompass and implement the learning.

Themes:

Review of MARAC

Review of process and agreed approach across Greater Manchester.

Perpetrator Framework

Development of Greater Manchester Perpetrator Framework & delivery mechanisms

Consultation and active involvement of those working on perpetrator approaches

Need to ensure that a consistent evidence base aligned to national policy.

Operation Encompass

Review and evaluation of the school's partnership programme.

Governance framework

Development of a rolling programme of refresh/review establishment of governance framework for Greater Manchester gender-based violence.

Responding to key policy changes

To include emerging requirements of the Victims and Prisoners Act 2024, CPS Victim Transformation Programme, and national VAWG developments.

Multi agency approach to continuous improvement, to include:

Sharing learning and insights from Greater Manchester Domestic Abuse Related Death Reviews to improve practices linked to work with the Domestic Abuse; Commissioner on a local oversight pilot; Domestic Abuse Disclosure Scheme; DAPN/DAPO pilot implementation.

Data and intelligence

To ensure a consistent Greater Manchester view of need and impact.

Priority fourteen – Men and boys

This priority is inclusive of all those who identify as boys or men, irrespective of the sex assigned to them at birth. It seeks to deliver a male survivor-centred, trauma-informed response to gender-based violence perpetrated against boys and men.

Key aims:

- Deliver services that recognise the distinct needs of male victims and survivors in Greater Manchester.
- Recognise that the rates of gender-based violence against men are significantly lower than those experienced by women but also recognise that men and boys should also have access to high-quality service provision.
- Support provision that improves reporting rates and seek to reduce the rates of victimisation and repeat victimisation that men and boys suffer.

Themes:

Domestic violence and abuse

To include familial abuse.

Rape, sexual assault and sexual abuse

To include both current and non-current forms of childhood sexual abuse and child sexual exploitation.

So called 'honour'-based abuse and violence

To include forced marriage.

Gender-Based Violence Delivery Plan – Looking ahead

This is a comprehensive delivery plan and we are keen that we focus available resources in the short term on these priority areas. However, in order to maintain momentum and to respond to ongoing changes at a national and local level it is necessary to provide a forward look.

The following commitments act as an agreed framework for consideration at the appropriate time:

- Continue to work with the Lived Experience Panel to support their involvement with, and influence on, the delivery of the Gender-Based Violence Strategy to give meaning to the ambition to have 'lived experience' as central to our strategy.
- 2. Deliver a strategic needs assessment on gender-based violence which will act as the framework for our delivery over the next three to five years.
- 3. Deliver a multi-agency Greater Manchester Perpetrator Strategy to drive forward groundbreaking work with perpetrators to ensure the future safety and security victims and survivors.
- Recognise the rise in technology-enabled abuse and explore any
 opportunities to keep our population safe from abuse through the benefits of
 technology.
- 5. Assess, continually develop, adapt and refresh our public engagement work and our campaigns.
- 6. Evaluate our education programme and determine future priorities in this area.
- 7. Continue to develop our close working relationship with GMP.
- 8. Work with the Probation Service to develop multi-agency approaches that seek to maximise our investments, avoid duplication and drive up quality of provision.
- 9. Develop a housing model of support for victims of gender-based violence that fits with the Housing First approach.

- 10. Work with the Good Employment Charter to develop an innovative approach to the involvement of employers in our work in delivering the strategy.
- 11. Work with Transport for Greater Manchester to promote and protect safety on public transport across Greater Manchester.
- 12. Ensure that the Gender-Based Violence Strategy continually re-iterates the importance of a trauma-informed approach across the public sector.
- 13. Foster dialogue between academics, policymakers, practitioners, victims, and survivors to clarify what success in the short, medium and long term looks like, and how it should be measured going forward.
- 14. Work with universities to enhance the safety of students both within the campus and education environment, as well as outside.