

Domestic Violence Strategy Group Action Plan

Domestic and Sexual Violence, which can be defined as physical, psychological, sexual or financial violence that takes place within an intimate or family-type relationship and forms a pattern of coercive and controlling behaviour, is the largest element of a collection of criminal activities which typically see women and girls as victims. In addition to domestic violence itself, these crimes include forced marriage, honour-based violence, female genital mutilation, sexual exploitation, trafficking and prostitution. The overwhelming majority of victims of violence are female (and the perpetrators male), but the services covered by this strategy are, usually, also available to male victims although in some cases in separate settings.

There has been a change over recent years in the public response to issues covered by these crimes including recent well supported campaigns against female genital mutilation and honour-based violence. It seems that we no longer regard violence within the home as none of society's business and this strategy seeks to capitalise on this new spirit. We want to raise public awareness about these issues still higher to ensure that general disapproval removes the comfort that perpetrators used to feel from the silence of friends and neighbours. We want to equip all professional staff to have the knowledge and confidence to recognise the symptoms of violence and refer victims to the appropriate interventions and we want to be able to intervene earlier to reduce the scale of silent suffering.

The Council's Domestic and Sexual Violence Strategy requires the council and other public bodies, in partnership with the voluntary sector, to develop policies and services that appropriately address the full range of forms of violence, and provide a more joined-up approach and integrated framework to tackle all forms of Violence, under four broad headings of: Prevention, Provision, Partnership and Perpetrators.

Prevention

Prevent violence from happening by raising awareness of its forms and prevalence and challenging the attitudes and behaviours which foster it and intervening early where possible to prevent it.

Provision

Securing our existing provision, expanding it where possible and adding specialist services to address the areas of violence that have been paid less attention in the past.

Partnership

Work in partnership to obtain the best outcome for victims and their families including seeking to agree and achieve consistent pathways and standards of service, sharing information where this is in the interests of victims and collecting information to monitor progress.

Perpetrators

Take action to reduce the risk to women and girls who are victims of these crimes and ensure that perpetrators are brought to justice and supported to change their behaviour.

In summary, this involves

- increasing investment in services for high risk victims of domestic violence;

- attempting to provide earlier interventions both through specialist support and by equipping professionals working for all relevant agencies with knowledge and confidence to recognise the indicators of abuse and refer appropriately; and
- increasing community awareness and capacity to counteract the influences that lead to forced marriage, honour-based violence and Female Genital Mutilation.

New investment funds will be used to provide

- an additional Independent Domestic Violence Adviser (IDVA) to be based in Northwick Park Hospital, increased capacity of the IDVA based in Children and Families, increased capacity of MARAC support and beginning a trial of a Family Domestic Violence project to address violence in a family setting;
- A new campaign of information and training across all relevant organisations in Harrow to ensure that as well as professionals knowing the signs of abuse and how to refer cases, they have the confidence to act; and
- The active involvement of voluntary and community organisations in campaigns to raise community awareness to prevent wider forms of domestic and sexual violence.

In particular, the Domestic and Sexual Violence Strategy Group will undertake or arrange for the following actions to be pursued

Prevention

Prevent violence from happening by challenging the attitudes and behaviours which foster it and intervening early where possible to prevent it. Increase public awareness of violence and move towards early intervention. Train and equip staff across the partnership to recognise and respond early to violence.

Objective	Output	Outcomes	Measurement/Evidence	Lead Agency	Completion Date
To ensure that all Harrow residents, community groups and organisations are aware of Harrow's commitment to addressing all types of violence, and have access to information and referral routes into services which are culturally specific, including perpetrator targeted campaigning.	<p>Develop a partnership cross-agency communications plan which will include:</p> <ol style="list-style-type: none"> 1. Annual awareness raising campaigns: White Ribbon Day & International Women's Day; 2. Targeted campaigns for specific areas including FM, HBV, FGM and SV, SE, Prostitution and Trafficking - link campaigns to LSCB, ASB & Harrow Shield. 3. Maintain and distribute publicity material on an annual basis including DSV Leaflets and Safety Cards for victims. 4. Develop and implement a mentoring programme by encouraging advocates in local communities as champions 	<p>Public are informed about what constitutes violence and its prevalence in Harrow.</p> <p>Public are made more aware of the services available in Harrow.</p> <p>Victims access services more quickly thus leading to early intervention and a reduction in further harm.</p> <p>Violence can be openly challenged and discussion is not considered to be taboo.</p>	<p>Communications plan in place.</p> <p>Six campaigns delivered over 3 years – targeting different areas of violence, with use of multi-media, advertisements, posters on the back of toilet doors in public spaces, shopping centres, cinemas, GP surgeries.</p> <p>Publicity material updated, and maintained annually, in consultation with the DSV Forum.</p> <p>Mentoring Programme for advocates from local community groups established.</p> <p>Survey evidence of before and after public awareness</p>	Harrow Council	Communications Plan completed October 2014

Objective	Output	Outcomes	Measurement/Evidence	Lead Agency	Completion Date
Develop, implement and deliver violence prevention and awareness raising programme in Harrow aimed at young people.	Under Public Health's Healthy Schools Programme, include the delivery of culturally sensitive and age appropriate FGM awareness sessions for students as well training teachers on FGM and how to respond appropriately.	Increased awareness in schools regarding how to respond to disclosures of violence.	Survey data on before and after awareness of FGM, and support services that are available	Public Health & FORWARD	November 2014 for development; Delivery through to March 2018
	Address emerging trends of increased sexual violence amongst young people by the delivery of Harrow Shield over a 4 year period.	Early interventions in schools and improved signposting to specialist violence services.	Survey data on before and after teacher confidence in dealing with this subject and knowledge of pathways to support services		
		Schools engagement to involve training for teachers, to support girls who are affected by FGM as well as protect those who may be at risk of the practice.	As per WISH SLA	WISH	
	Develop and implement projects raise awareness amongst young people in particular around Forced Marriage and Honour-based Violence	Challenge pro-violence beliefs amongst young people and support early access to specialist services.			
		Improved emotional health and relationships between young people who access programmes relating to healthy relationships.			2017
		Breaking the silence around violence amongst young people to encourage disclosures.	Survey data on before and after awareness of Forced Marriage and Honour-based Violence, and support services that are available	Strategy Group	2017

Objective	Output	Outcomes	Measurement/Evidence	Lead Agency	Completion Date
Ensure Harrow staff are able to identify and respond appropriately and effectively to individuals who are experiencing violence, those who are perpetrating violence and children who are witnessing violence.	Delivery of multi-agency training to members of the statutory, voluntary and community sector.	<p>Increased awareness of staff when responding to disclosures of violence</p> <p>Improved service provided to victims of violence from service providers.</p> <p>Increased confidence of staff when responding to disclosures of violence.</p>	<p>Training programme established and delivered</p> <p>MARAC Awareness – 4 sessions per year</p> <p>Domestic Violence: Recognise & Respond – 2 sessions per year</p> <p>Domestic Violence & Safeguarding Vulnerable Adults – 2 sessions per year</p> <p>Working with victims of Sexual Violence – 2 sessions per year</p>	<p>Strategy Group</p> <p>Policy Lead & MARAC Chair</p> <p>Policy Lead</p> <p>Adult Services (AS)</p> <p>Women and Girls Network</p>	
Ensure that staff who are working with CYP are able to identify violence in order to improve early intervention and appropriate support	<p>Delivery of multi-agency violence identification training to members of the statutory, voluntary and community sector.</p> <p>Delivery of the CAADA Supported YP Programme, including training focused on understanding DV among young people in their own abusive relationships and assessing risk.</p>	<p>Earlier identification and interventions from staff working with children.</p> <p>Reduction in harm to those experiencing violence.</p>	<p>Training programme established and delivered</p> <p>Increase referrals from C&F to DV services and MARAC.</p> <p>Risk assessment tools embedded into practice.</p>	Local Safeguarding Children's Board (LSCB)	April 2015 for programmes to begin.

Objective	Output	Outcomes	Measurement/Evidence	Lead Agency	Completion Date
<p>Implement:</p> <p>The Royal College of Midwives guidelines “Tackling FGM in the UK Intercollegiate recommendations for identifying, recording and reporting”</p> <p>HM Guidelines on FGM</p>	<p>Key statutory partners to disseminate FGM guidelines to members of staff.</p> <p>Monitor upward trend of FGM and assess the need for specific services.</p> <p>Ensure effective identifying, recording, and reporting of those at risk of and subject to FGM</p>	<p>Improved responses to victims of FGM.</p> <p>Increased awareness among staff when responding to disclosures of FGM.</p> <p>Reduction in further harm caused by FGM.</p> <p>Database established and linked to safeguarding procedures</p>	<p>Database operational and at risk individuals brought within the scope of safeguarding</p>	<p>Children and Family Services (CFS) NHS – Northwick Park Hospital</p> <p>LSCB</p> <p>Police</p>	<p>April 2015</p>

Provision

Provide adequate support where violence does occur. Provide access to co-ordinated, high quality and effective services and specific provision for marginalised groups, for example victims from BME communities, the older population, LGBT communities, disabled victims, women with mental health issues, etc.

Objective	Output	Outcomes	Measurement/Evidence	Lead Agency	Completion Date
Ensure that all victims of violence have an effective support service through the provision of a variety of specialist services	<p>Re-commission provision for all Council funded services, by launching a joint tender for 2014/15:</p> <ul style="list-style-type: none"> • MARAC Coordination • IDVA current x3.5 and any additional posts that can be funded • Refuge • Floating Support <p>Support services should also include:</p> <ul style="list-style-type: none"> • Children's support service • Peer support service • Multi-lingual services to reflect the demographic make-up of Harrow • Health based IDVA for hospital services – possibly in conjunction with Brent Council, the CCG and the Foundation Trust 	<p>Victims are able to access support via a single agency provider</p> <p>Consistent and improved level of service to victims.</p> <p>Interventions result in a reduction in further harm to victims and children.</p> <p>Accessibility to victims from diverse communities.</p> <p>Improved emotional health for victims and children.</p>	<p>Re-tender of services to a obtain a single or lead agency provider.</p> <p>Contract for new service established for 2015/16</p> <p>New service in place for FY 2015/16</p> <p>All services in place and being delivered.</p> <p>Consistent data collection and contract monitoring.</p> <p>Reduction in repeat victimisation.</p> <p>Commissioned health based advocacy service.</p>	Supporting People Policy Team CFS	April 2015
Ensure specialist service provision for emerging trends related to victims of prostitution, sexual exploitation and	Develop and deliver an exit to prostitution service, in partnership with police, probation, GUM, substance misuse agencies and pan-London services.	<p>Improved, coordinated and more effective response to victims of sexual violence.</p> <p>Reduction in further risk of</p>	Service developed and implemented.	Harrow Council Police	April 2016

Objective	Output	Outcomes	Measurement/Evidence	Lead Agency	Completion Date
prostitution.	LBH continues to offer care placements to young people (under 18s) Ensure this involves outreach support to brothels and legal massage parlours. Work alongside the police during raids etc.	harm and repeat victimisation. Supported links with immigration services. Bringing the perpetrators to justice.			
Ensure that children who are experiencing and/or witnessing violence are safeguarded in line with LSCB safeguarding procedures	All agencies to implement LSCB violence procedures into front line practice Embed findings from Harrow LSCB QA regular Multi-agency audits	Improved awareness and response to violence as a child protection issue Increased accessibility to specialist domestic violence services for high risk victims, for cases known to C&F and encourage workers within these teams to refer victims who require the support. Children are healthier and safer.	Relevant LSCB training. Maintain specialist role of IDVA within the Multi-Agency Safeguarding Hub. Referral and outcome data to MASH based IDVA.	LCSB CFS	Ongoing
To ensure that, in light of the national DV definition change, young victims of violence are supported in line with both safeguarding statutory duties and advocate care pathways.	Fully establish and embed the Young Persons Advocacy Programme. YPA, with the support of CAADA, to develop and embed a locally recognised care pathway, manage cases, attend Vulnerable Young Persons Panel and attend MARAC.	Improved emotional health and safety of young victims of violence. Reduction in further risk of harm and repeat victimisation.	Referrals to YPA from multi-agencies. Performance reporting on service effectiveness via CAADA. ISVA referral numbers.	Early Intervention Service (EIS)	April 2015

Objective	Output	Outcomes	Measurement/Evidence	Lead Agency	Completion Date
	Maintain service provision for Independent Sexual Violence Advocate (ISVA) and sexual violence counselling service.				
To support children & young people who have been exposed to domestic abuse and their mothers, in their recovery to overcome any difficulties they have as a result.	Continued commitment from EIS to coordinate the Community Group Programme (Parenting Coordinator), including promotion, running costs and delivery. Delivery supported by facilitators from across the partnership.	Children will be supported as they begin to heal from the effects of exposure to domestic violence. Women will be supported in understanding how to help their children recover.	Delivery of a minimum of 2 x 12 week groups per year; Referrals made to the programme by C&F - consider in supervision. Referral made across the partnership, particularly schools.	EIS	Ongoing
Ensure that vulnerable adults who are experiencing violence are safeguarded in line with AS Policies and Procedures	Violence is addressed as a key safeguarding issue in the Safeguarding Adults training. Delivery of multi agency violence training to staff who work with adults. Where there are safeguarding and violence issues identified, referrals are made to appropriate service. Where there are high risk concerns in relation to safeguarding and DV, a referral is made to MARAC. Harrow to work in collaboration with other boroughs to provide services for which there is not enough demand in one borough e.g. LGBT, disability DV services.	Improved multi-agency approach between Safeguarding and services responding to violence.	Link to AS training on violence – including delivery of an agreed number of sessions per year. Performance monitoring of AS statistics where there is violence present. Referrals to MARAC. Access to low demand services on a cross Borough basis	AS	October 2014 Ongoing June 2015

Objective	Output	Outcomes	Measurement/Evidence	Lead Agency	Completion Date
<p>Ensure appropriate housing solutions are available to victims of violence.</p>	<p>Develop and implement Harrow Housing Domestic Abuse Policy.</p> <p>Maintain service provision for Sanctuary Scheme to reduce homelessness among victims of violence.</p> <p>Appropriate and stable housing accommodation for young people who have experienced violence (to avoid frequent moves – providing stability to address trauma).</p>	<p>Immediate access to accommodation for victims of violence.</p> <p>Reduction in homelessness for victims of violence.</p> <p>Reduction in further risk of harm and repeat victimisation.</p>	<p>Monitoring the number of referrals received for/presentations by victims of violence.</p>	<p>Housing</p>	<p>Policy developed and implemented October 2014</p> <p>Sanctuary Scheme-ongoing</p> <p>Young People April 2016</p>

Partnership

Work in partnership to obtain the best outcome for victims and their families. Improve efficiency through coordination and information sharing.

Objective	Output	Outcomes	Measurement/Evidence	Lead Agency	Completion Date
Ensure a consistent coordination and delivery of an approach to violence across Harrow involving multi-agency partners.	<p>Policy Lead in post</p> <p>Establish consistent and strong membership of the Steering Group.</p> <p>Ensure the Steering Group has established reporting links and membership representation to the LSCB, ASB and HWBB.</p> <p>Maintain membership to the Harrow DSV Forum – develop this as a multi-agency practitioners group, with a focus on best practise, development and lobbying.</p>	<p>Improved coordinated response</p> <p>Agencies better linked</p> <p>Increased awareness across the partnership of violence-related issues</p> <p>A partnership-shared vision in addressing violence.</p> <p>Improved service provision for victims.</p>	<p>Policy Lead in post</p> <p>4x Steering Groups per year</p> <p>4x DSV Forums per year</p> <p>Launch of this Strategy</p> <p>Established reporting links to LSCB, ASB and HWBB.</p>	Harrow Council	<p>May 2014</p> <p>July 2014</p> <p>July 2014</p> <p>October 2014</p> <p>January 2015</p>
Develop and implement Champions in each key agency	<p>Champions to act as a single point of contact in their own agency in relation to violence</p> <p>Deliver briefings and attend DSV Forum to keep abreast with developments both locally and nationally.</p>	<p>Increased levels of specialism with regard to responding to violence in each agency.</p> <p>Improved access to information about violence in each agency to improve a multi-agency response.</p>	<p>Allocation of one Champion per agency</p> <p>Champion attendance to DSV Forums.</p>	Strategy Group	October 2015

Objective	Output	Outcomes	Measurement/Evidence	Lead Agency	Completion Date
<p>Ensure that high risk victims of violence are identified and responded to using an effective multi-agency framework, this includes young victims 16 & 17yo.</p>	<p>Continue to deliver the MARAC locally.</p>	<p>High risk victims provide high quality and timely responses.</p>	<p>MARAC Coordination extended to support increasing capacity.</p>	<p>Strategy Group</p>	<p>April 2015</p>
	<p>All victims referred to MARAC receive advocacy support and advice.</p>	<p>Reduction of risk and repeat victimisation.</p>	<p>100% MARAC referrals received IDVA support.</p>	<p>MARAC</p>	<p>Ongoing</p>
	<p>Adopt CAADA recommendations via Self Assessment to support the progress of the MARAC.</p>	<p>Effective partnership management of high risk cases.</p> <p>Children in the household receive timely and effective safeguarding responses.</p> <p>Young victims referred to MARAC are supported in line with both safeguarding statutory duties and advocate care pathways.</p>	<p>Increased referrals of young victims.</p> <p>Audit outcomes, in consultation with the LSCB, to ensure effective safeguarding outcomes for children.</p> <p>Feedback from CAADAs Self Assessment embedded.</p> <p>Information Sharing Protocol and Operating Protocols annually updated and signed.</p>	<p>MARAC Chair</p>	<p>July 2014</p>
	<p>Ensure MARAC coordination is extended to support existing demand and note CAADA's recommended capacity.</p>				<p>April 2015</p>
	<p>Extend MARAC membership to include more health partners including GPs and A&E.</p>			<p>Membership to include health partners.</p>	<p>MARAC</p> <p>Ongoing</p>

Objective	Output	Outcomes	Measurement/Evidence	Lead Agency	Completion Date
Implement the Met Police Pan-London Child Sexual Exploitation Protocol	To identify those children at risk of being sexually exploited.	There is greater awareness among Met staff around CSE due by the delivery of training.	Increase levels of reporting.	Police	Ongoing
	To work collaboratively to ensure the safeguarding and welfare of children and young people who are being, or are at risk of being, sexually exploited.	The analysis of data – e.g. missing person’s information, looking at hot spots to support proactive identification.	Referral made to VYPP. 100% of victims receive a coordinated response and advocacy.	Strategy Group	
	To provide timely and effective interventions with children and families to safeguard those vulnerable to SE.	A shared understanding among professionals into the definition of SE.	Development of a dataset via LSCB VYP Working Group.	Policy Team	January 2015
	To apply pro-active problem solving to address the risks associated with victims, perpetrators and locations and ensure the safeguarding and welfare of children and young people who are or may be at risk from sexual exploitation.	Partnership wide improved levels of identification and responses to CSE. CYP vulnerable to SE are safeguarded and protected in a multi-agency way. Victims of CSE are linked into support.	Analysis of number of children and young people identified as being at risk of SE and safeguarding performance	CFS	Ongoing
	To raise awareness and provide preventative education for the welfare of children and young people who are, or may be,	Embed referral pathways and effectiveness of the Vulnerable Young Person Panel as a multi-agency	Pathways included in VYPP training and publicity material	CFS	April 2015

Objective	Output	Outcomes	Measurement/Evidence	Lead Agency	Completion Date
	<p>sexually exploited.</p> <p>To take action against those intent on abusing and exploiting children and young people by prosecuting and disrupting perpetrators</p>	<p>response to CSE.</p> <p>Perpetrators are brought to justice.</p>	<p>Number of prosecutions</p>	<p>Police; Crown Prosecution Service</p>	<p>Ongoing</p>
<p>Develop a more comprehensive database to evidence need and the effectiveness of interventions through better data collection and analysis</p>	<p>Collection of more comprehensive data on victims by characteristics (age, gender, disability ethnicity) to reveal trends</p>	<p>The possibility of better targeted preventative and awareness raising services.</p>	<p>A more complete data set and robust analysis</p>	<p>Strategy Group</p>	<p>April 2015 and then ongoing</p>

Perpetrators

Take action to reduce the risk to women and girls who are victims of these crimes and ensure that perpetrators are brought to justice and held accountable by effective and early interventions, appropriate penalties, clear messages that Violence is not acceptable and support to change behaviour.

Objective	Output	Outcomes	Measurement/Evidence	Lead Agency	Completion Date
To ensure that perpetrators of violence who have substance misuse issues receive a coordinated response that is culturally specific.	Develop a violence and substance misuse protocol between Police and substance misuse agencies to focus on responding to perpetrators from the point of arrest.	Improved links between police and substance misuse agencies in relation or responding to perpetrators more effectively.	Number of direct referral made by Community Safety Unit where DV is flagged.	Public Health – Substance Misuse Commissioning	January 2015
	Proactively engage substance misusing offenders into treatment at the point of arrest, by way of the Arrest Referral Worker at Harrow police station.	Increased awareness of substance misuse staff in working with perpetrators of violence.	Number of assessments offered by WDP.	Police Westminster Drug Project (WDP)	October 2014
	Increase the use of Inspector’s Authority drug testing in custody suites for perpetrators of violence.	Ensuring perpetrator behaviours can be monitored via their active engagement in treatment services.	Number taken onto WDP caseload.	Police/WDP	Ongoing
	The delivery of violence training to substance misuse agencies.	Linking perpetrators into effective treatment. Improved links with substance misuse agencies and MARAC.	Proportion of perpetrators with identified substance misuse issues referred to treatment	Policy Lead	April 2015

Objective	Output	Outcomes	Measurement/Evidence	Lead Agency	Completion Date
Where assessed as suitable, fathers who use violence are identified and given the opportunity to address their offending behaviours by accessing appropriate interventions.	<p>Ensure effective intervention is in place for cases known to Children & Families particularly where safeguarding concerns are highlighted.</p> <p>Agree and implement the Caring Dad's programme to support families known to children's social care. Support fathers recognise and address their offending behaviours, and not use violence.</p>	<p>Mother and children feel safe from harm.</p> <p>Violence stops in family environment.</p> <p>Reduce repeat victimisation of mothers and their children.</p> <p>C&F staff are trained to work with violent fathers and support them to address their behaviours.</p>	<p>Caring Dad Programme funded and in place.</p> <p>Number of referrals to programme.</p> <p>Programme delivery – at least 2 per year.</p> <p>Programme evaluation – reduction of violence used in the home.</p>	CFS.	<p>April 2015</p> <p>July 2017</p>
Ensure young perpetrators of violence are given the opportunity to address their offending behaviours by access to appropriate interventions.	<p>The Youth Offending Team to address the emerging pattern of young perpetrators of domestic violence.</p> <p>Agree and deliver a programme for teenagers who use violence in their own interpersonal relationship and towards family members. Ensure the programme offers a concurrent service to support victims of violence.</p> <p>Programme offers a co-located model at the YOT to support staff in assessing risk.</p>	<p>Increase victims safety from harm.</p> <p>Reduce repeat victimisation. Reduction of violence.</p> <p>Increased confidence amongst YOT staff in managing offending behaviour.</p>	<p>Programme funding agreed and contract established with the provider DVIP – YUVA.</p> <p>Delivery of the intervention for at least 10 young people and their families per year.</p> <p>Number of referrals.</p> <p>Number of completions.</p>	CFS – YOT.	<p>April 2015</p> <p>Ongoing</p> <p>April 2016</p> <p>April 2016</p>

Objective	Output	Outcomes	Measurement/Evidence	Lead Agency	Completion Date
Perpetrators of violence are brought to justice via the criminal Courts.	<p>Special Domestic Violence Court (SDVC) protocol agreed and publicised to encourage victims to support prosecutions</p> <p>Video evidence used to support prosecutions even where there is no victim statement</p>	Increase in prosecution rate	Prosecution rate; case completion rate;	Brent Magistrates' Court	Ongoing

