Appendix A: Harrow Domestic and Sexual Violence Action Plan 2015 – 2017

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	Key Deliverables and responsible person		Update	End date
1. To ensure that all Harrow residents, community groups and organisations are aware of types of domestic violence, and have access to information and referral routes into services which are culturally specific, including perpetrator targeted campaigning.	 (a) Develop a communications plan which will include: Awareness raising campaigns including White Ribbon Day; targeted campaigns for specific areas including forced marriage, honour based violence, female genital mutilation and linking these campaigns to LSCB, LASB and Harrow Shield. Rebecka Steven/ Kate Vogelsang 	(a)	Draft communications plan for the targeted campaigns and general awareness raising (ie for members of the public) will take place in December 2015. New Plan to be launched as part of White Ribbon Day 2015.	October 2015
	(b) Maintain and distribute publicity material as required, including domestic and sexual violence leaflets and safety cards for victims. Rebecka Steven/ Kate Vogelsang	(b)	Leaflets/ cards with comms team to ensure consistency of approach and waiting until new contract is awarded to ensure contact details are up to date	January 2015
Develop, implement and deliver violence prevention and awareness raising programme in Harrow aimed at young people.	(a) Under Public Health's Healthy Schools Programme, include the delivery of culturally sensitive and age appropriate FGM awareness sessions for students as well as training teachers on FGM and how to respond appropriately. Public Health (Carole Furlong) and FORWARD	(a)	Some Harrow schools have been meeting with and developing session plans and started work in this areas for a number of cluster schools (Harrow High, Elmgrove, Belmont), lesson plans are being created and resources for schools to use in partnership with their community. They are also using our older students from high school to train as providers too in lessons. They have a few dads who are supporting this at	November 2014 for development, delivery through to March 2018

Objective	Key Deliverables and responsible person	Update	End date
	b) Address emerging trends of increased sexual violence amongst young people by the delivery of Harrow Shield over a 4 year period. WISH – Rowena Jaber	Norbury and we have a working party which includes Health, Social Care and Schools. They have contacts with NSPCC and FORWARD regarding this project. As part of the LSCB we have Forward trained FGM trainers who deliver a cross agency session as part of our Race, culture, faith and diversity implications for safeguarding children effectively course. We also have a couple of colleagues recently undertake the same FGM accredited training from Forward who work as part of our voluntary community and faith child safeguarding engagement. (b) In 2014/15 over 5,433 teenagers were involved in Harrow Shield early intervention and prevention of sexual and domestic abuse programme in schools and community settings. 2076 teenagers participated in awareness raising and project education sessions, and 40 in long term targeted workshops for young males identified as perpetrating peer exploitation and female victims. 151 teenage victims were supported through advocacy, therapy and group work at WISH.	2017

Objective	Key Deliverables and responsible person	Update	End date
3. Ensure front line 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, including: (a) MARAC Awareness – 4 sessions per year. MARAC Coordinator (Lyndsey Dearlove) and MARAC Chair.	(a) CSU – 3x training sessions completed. Child social services – training dates offered and awaiting feedback around uptake.	Annual
	(b) Domestic Violence: Recognise and Respond – Policy Team providing information to trainers. Mike Howes.	programme established and delivered. Mike Howes to resend info to partners and request	Slides to be reviewed and resent annually (October)
4. Ensure that staff who are working with Children and Young People are able to identify violence in order to improve early intervention and appropriate support	 (a) Delivery of multi agency violence identification training to members of the statutory, voluntary and community sector. LSCB – Coral McGookin (b) Delivery of the CAADA Supported Young People's Programme, including training focused on understanding domestic violence among young people in their own abusive relationships and assessing risk. LSCB – Coral McGookin 	 (a) The LSCB provides multi agency training, Domestic and Sexual Violence in Safeguarding Children once a term and this is usually well attended. (b) The LSCB does not have a CAADA trained person to run this as part of the HSCB. It does however run a 	April 2015 for programmes to begin
5. Implement the Royal College of Midwives guidelines "Tackling FGM in the UK Intercollegiate recommendations for identifying, recording and reporting 2014"; the provisions of the Serious Crime Act	(a) Key statutory partners to disseminate FGM guidelines to members of staff. Children and Family Services, NHS – Northwick Park Hospital – Victim Support/ Pan London funded IDVA (name TBC shortly)	from Harrow Council incorporate CAADA as part of it.	2015

Objective	Key Deliverables and responsible person	Update	End date
relating to FGM	(b) Monitor upward trend of FGM and assess the	(b) FGM is included in the LSCBs data set	ongoing
	need for specific services. LSCB – Coral	and is scrutinised by the LSCB's	
	McGookin	Quality Assurance sub committee	
	(c) Ensure effective identifying, recording, and	(c) Police are reliant on the reports	
	reporting of those at risk of and subject to FGM.	being made. If they are reported,	
	Police – Mark Wolski	they are flagged and investigated.	
		There are annual operations	
		conducted by a specialist part of MPS	
		in respect of subject.	

Provision

Provide adequate support where violence does occur. Provide access to coordinated, 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	Key deliverables and responsible officer	Update	End date
6. Ensure an effective domestic violence support service is available locally through the provision of a variety of specialist services.	Recommission provision for all Council funded services, by launching a joint tender for 2015/16: MARAC Coordination IDVA current x3.5 and any additional posts that can be funded Refuge Floating Support Mike Howes	Contract reported to Cabinet in October with new contract commencing as soon as possible thereafter.	October 2015
7. Ensure specialist service provision for emerging trends related to victims of prostitution, sexual exploitation and prostitution.	Support pan London prostitution exit strategies, in partnership with police, probation, GUM, substance misuse agencies. Rebecka Steven	To be raised at pan London networks	April 2016
8. Ensure that children who are experiencing and/or witnessing violence are safeguarded in line with LSCB safeguarding procedures.	procedures into front line practice. LSCB – Coral McGookin (b) Embed findings from Harrow LSCB quality assurance regular multi agency audits. Children	 (a) Safeguarding procedures are embedded in multi agency training programme (b) This forms part of the recommissioning exercise. 	Ongoing
O. To anyone that in light of the notional	and Families – Paul Hewitt and partner organisations	(a) 8 (b) A total of 22 years more la	A mil 2045
9. To ensure that, in light of the national domestic violence definition change, young victims of violence are supported in line with both safeguarding statutory duties and advocate care pathways.	 (a) Fully establish and embed the Young Persons Advocacy Programme. Early Intervention Services - Charisse Monero (b) Young Persons Advocate, with the support of CAADA (now Safe Lives), to develop and embed a locally recognised care pathway, manage cases, 	(a) & (b) A total of 32 young people have been referred to YPDVA comprising of 30 girls and 2 boys. Including in this cohort are 2 young people who declined the referral (2 females). In total 30 young people	April 2015

Objective	Key deliverables and responsible officer	Update	End date
	attend Vulnerable Young Persons Panel and attend	have accessed this service and	
	MARAC. Early Intervention Services – Charisse	worked with the YPDVA: Latest	
	Monero	snapshot date: 22 open/current	
		cases; 10 closed. The establishment	
		of this role has had a positive impact	
		on the young people of Harrow.	
		Young people have received a	
		service where they can have the	
		time they need to explore their	
		personal safety in a safe, non-	
		judgemental way. This has increased	
		young people's safety and	
		knowledge of healthy relationships,	
		grooming and early warning signs.	
		This role strengthens the young	
		person's voice in forums such as	
		MASE and MARAC, and where safe	
		to do so, their wishes are	
		incorporated into any support plans	
		created for keeping them safe.	
		Without this role young people	
		would not have an avenue to	
		receive the longer term support	
		they need to explore their personal	
		safety and make better informed	
		choices about the relationships they	
		engage with.	
	(c) Maintain service provision for Independent Sexual	(c) The WISH Centre hosts the ISVA	Ends 31
	Violence Advocate (ISVA) and sexual violence	which supports 200 victims every	March 2016
	counselling service. The WISH Centre, funded by	year. In 2014/15 the ISVA supported	
	Outcomes Based Grants	221 young people ages 10 - 25 male	

Objective	Key deliverables and responsible officer	Update	End date
		and female who were victims of sexual exploitation, internet grooming, rape, CSE and sexual assault. 75% of the victims were 13-17 years; 86% female; 80% BAME. Referrals from Children's Services, health/GUM clinic, police and schools and colleges. 45 had long term weekly therapeutic support at WISH. Outcomes: 89% had increased safety from sexual exploitation/abuse. 88% increase in emotional resilience and positive coping mechanisms. 72% stopped trauma reactions.90% of 38 who were self harming as a way of coping with the impact of abuse stopped self harming. No suicides.	
10. To support children and 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 Early Intervention Services to coordinate the Community Group Programme (Parenting Coordinator), including promotion, running costs and delivery. Delivery supported by facilitators from across the partnership. Early Intervention Services – Charisse Monero		Ongoing
11. Ensure that vulnerable adults who are experiencing violence are safeguarded in line with Adult Safeguarding Policies and Procedures.	(a) Domestic violence and abuse is addressed as a key safeguarding issue in the Safeguarding Adults training. Adult Safeguarding – Seamus Doherty (b) Delivery of multi agency training to staff who work with adults. Adult Safeguarding – Seamus Doherty	(a) This happen routinely and are and have been ongoing(b) This happen routinely and are and have been ongoing	2014

Objective	Key deliverables and responsible officer	Update	End date
	(c) Where there are safeguarding and violence issues identified, referrals are made to appropriate service. Adult Safeguarding – Seamus Doherty	(c) This happen routinely and are and have been ongoing	June 2015
	(d) Where there are high risk concerns in relation to safeguarding and domestic violence, a referral is made to MARAC. Adult Safeguarding – Seamus Doherty	(d) This happen routinely and are and have been ongoing	
	(e) 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. Rebecka Steven	(e) Safer London Foundation undertaking strategic assessment of the need for specific services and to coordinate cross borough activity where need is identified. Awaiting outcome of their review.	November 2015
12. Ensure appropriate housing solutions are available to victims of violence.	(a) Develop and implement Harrow Housing Domestic Abuse Policy. Housing (Jane Fernley)	(a) Completed.	Oct 2014
	(b) Maintain service provision for Sanctuary Scheme to reduce homelessness among victims of violence. Housing (Jane Fernley)	(b) Sanctuary scheme maintained, one person assisted under the scheme in 2014/2015. Budget available in 2015/2016 but no cases to date. Information about the scheme has	Ongoing
	(c) Appropriate and stable housing accommodation for young people who have experienced violence	been updated online and in the leaflet.	
	(to avoid frequent moves – providing stability to address trauma). Housing (Jane Fernley)	(c) Housing Needs will offer information and advice on housing options. Due to high demand and low supply choice is	April 2016
	(d) Housing Team to develop a business card size leaflet for estates/repairs/maintenance operatives	limited. A person under 18 would be referred to Children's Services.	
	asking them to report any concerns that they have regarding domestic abuse when they visit our properties and undertaking 'toolbox talks' when the card is ready. Housing (Jane Fernley)		December 2015

Partnership

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

Objective	Key deliverables and responsible person	Updates	End date
13. Ensure a consistent coordination and delivery of an approach to violence across Harrow involving multi agency partners.	(a) Establish consistent and strong membership of the Strategy Group Mike Howes	(a) Ongoing – attendance variable.	October 2015 (but ongoing)
	(b) Maintain membership to the Harrow DSV Forum – develop this as a multi agency practitioners group, with a focus on best practise, development and lobbying. Jan Irwin	(b) Ongoing – attendance variable.	Jan 2016
14. Develop and implement leads from DSV in each key agency.	(a) Leads to act as a single point of contact in their own agency in relation to violence. Strategy Group – Rebecka Steven (b) Leads to provide briefings and attend DSV Forum	(a) DSV Leads need to be clarified in a number of agencies – to be discussed and allocated/ agreed if possible at next Strategy Group meeting.	October 2015
	to keep abreast with developments both locally and nationally. Leads.	(b) To follow on from (a) above.	January 2016
15. Ensure that high risk victims of violence are identified and responded to using	(a) Continue to deliver the MARAC locally. Strategy Group – Mike Howes	(a) Complete as of 1 April 2015	April 2015
an effective multi agency framework, this includes young victims 16 and 17 year olds.	(b)All victims referred to MARAC receive advocacy support and advice. MARAC – Lyndsey Dearlove	(b) All referrals, referred to MARAC – referred on to IDVA before MARAC meeting for offer of support and IDVA represents, 'voice of the victim at MARAC'	July 2014
	(c) Adopt Safe Lives recommendations via Self Assessment to support the progress of the MARAC. MARAC and MARAC Chair – Lyndsey Dearlove	(c) Self assessment occurred – action plan in place	July 15
	(d)The Strategy Group should alert the LSCB of the gap in service, so that it can pose a challenge to	(d) Capacity included in new contract specification	October 2015

Objective	Key deliverables and responsible person	Updates	End date
	the appropriate agencies. Strategy Group/ LSCB		
	(e) Extend MARAC membership to include more	(e) Not completed – there has been an	April 15
	health partners including GPs and A&E. MARAC	increase in health participation in	
	Coordinator – Lyndsey Dearlove	MARAC.	
16. Implement the Met Police Pan London Child Sexual Exploitation Protocol	(a) To identify those children at risk of being sexually exploited. LSCB	(a) Mark Wolski has undertaken to provide data for this objective to a future meeting of the Strategy Group	December 15
	(b)To identify patterns and prevalence to understand how child sexual exploitation can operate in an area and strategies adjusted in accordance with this knowledge. Identify work already being done with other vulnerable individuals such as teenage pregnancy, gangs, youth justice and Drug/Alcohol groups. Strategy Group/ LSCB	(b) The LSCB's CSE sub committee receives and analyses data at each meeting and other data is considered to put the linked risks into context, for example, missing children, gangs, trafficking.	Ongoing
	(c) To provide timely and effective interventions with children and families to safeguard those vulnerable to sexual exploitation. Children and Families – Nasheen Singh/Tanju Mustafa	(c) MASE Panel has been running since July 2014 and all children at risk of CSE are referred to this panel. Risk assessments are completed and level of risk monitored jointly with police, health, children social care and a number of other agencies. Regular reviews are held to make sure all young people receiving appropriate intervention.	Jan 15
	(d)To apply proactive 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. Children and Families – Nasheen Singh/Tanju Mustafa	(d) The CSE Risk Assessments have been in place since May 15 and now are being used across the Children's Service directorate as well as the multi agency risk assessment CSE tool for services. Children and young people are being assessed using the	2015 Delete some or all of this and include update in

Objective	Key deliverables and responsible person	Updates	End date
		CSE risk assessment tool and referred	report?
		to MASE where the medium/high	
		threshold is met. A CSE Strategy	
		meeting is usually convened prior to	
		MASE. A CSE Safety Plan is then	
		implemented and feeds into the	
		Child/YP's care plan. Where there are	
		CSE concerns the Strategy meeting	
		and MASE will assess the care	
		planning and intervention/disruption	
		around Perpetrators / locations in a	
		multi agency response. At the current	
		time there are no reoccurring /	
		significant hotspots/ evidence of	
		organised grooming networks. Where	
		there is evidence of a perpetrator this	
		is assessed via the Police. There is	
		ongoing preventative work	
		(training/awareness) around CSE	
		(identifying signs and indicators) and	
		to make appropriate referrals. This is	
		being completed through the LSCB	
		and children's services where there is	
		a need identified in a	
		service/organisation. CSE Champions	
		Training is commencing in	
		September, representatives across	
		Statutory and voluntary agencies in	
		Harrow will take part in training to	
		become a CSE Champion and act as a	
		conduit and feed into the CSE Sub	

Objective	Key deliverables and responsible person	Updates	End date
	(e) To raise awareness and provide preventative education for the welfare of children and young people who are, or may be, sexually exploited. Children and Families – Nasheen Singh/Tanju Mustafa (f) Assess the use of Child Abduction Warning notices, Sex Harm Prevention Order (SHPO), Sexual Risk Order (SRO) or Antisocial Behaviour Orders (ASBO) and other measures to disrupt CSE. Police - Mark Wolski.	Committee Group with any developments and trends from their organisation. (e) The CSE subgroup was established in Harrow late 2014, there are key members from across Harrow contributing to the prevention and of CSE awareness. There have been over 60 CSE champions who will start training in September 2015. We have also conducted training across the council and with stakeholders. This work continues with a clear action plan.	April 2015
			2016
17. Develop a more comprehensive database to evidence need and the effectiveness of interventions through better data collection and analysis	Collection of more comprehensive data on victims by characteristics (age, gender, disability ethnicity) to reveal trends. Strategy Group – Rebecka Steven	A covering report on trends and data will be reported to the Strategy Group from the next meeting.	April 2016 then ongoing

Perpetrators

Take action to reduce the risk to 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	Key deliverables and responsible person	Updates	End date
18.	To ensure that perpetrators of violence who have substance misuse issues receive a coordinated response that is culturally specific.	(a) Develop a violence and substance misuse protocol between Police and substance misuse agencies to focus on responding to perpetrators from the point of arrest. Public Health – Substance Misuse Commissioning – Bridget O'Dwyer	(a) The protocol is not currently in place. New Substance Misuse Treatment and Recovery Service (Provider WDP) to commence on 01/10/15 which will incorporate CJS specialist staff. As a priority, the new service will develop robust joint working arrangements with clear referral protocols and where appropriate, information sharing agreements. The service will also deliver regular joint partnership training i.e. Identification & Brief Advice (IBA) - a structured advice in respect of alcohol consumption. The new service will provide also be providing: Domestic Abuse – Time to Change Programme.	January 2015
		(b) Proactively engage substance misusing offenders into treatment at the point of arrest, by way of the Arrest Referral Worker at Harrow	(b)	Oct 14

Objective	Key deliverables and responsible person	Updates	End date
	police station. Police – Mark Wolski and		
	Westminster Drugs Project – Marie Tiquet		
	(c) Increase the use of Inspector's Authority drug	(c)	2015
	testing in custody suites for perpetrators of		
	violence. Police – Mark Wolski and		
	Westminster Drugs Project – Marie Tiquet		
19. Where assessed as suitable, fathers who use violence are identified and given the opportunity to address their offending behaviours by accessing appropriate interventions.	(a) Ensure effective intervention is in place for cases known to Children and Families particularly where safeguarding concerns are highlighted. Children and Families – Parmjit Chahal	(a) Children's social care use a range of interventions where children are exposed to incidents of domestic violence including: The use of safeguarding procedures including an escalation process where children are made subject to child protection plans; the legal framework and utilisation of the Public Law Outline; instigators of violence asked to engage in perpetrator programmes as part of the CP or PLO Process; victims being supported where appropriate to separate from violent relationships; family work through a range of interventions including	April 2015
	(b) Agree and implement a programme to support	clinical input.	Amril 2015
	(b) Agree and implement a programme to support families known to children's social care.	(b) The Harrow Domestic Violence Project is aimed at working with	April 2015
	Children and Families – Parmjit Chahal	couples where there is violence	
	Children and Families - Family Chana	within the relationship and both	
		adults want to remain together.	

Objective	Key deliverables and responsible person	Updates	End date
	(c) Support fathers to recognise and address their offending behaviours, and not use violence. Children and Families – Parmjit Chahal	Couples for this initiative are carefully screened for safety and engage in a 20 week systemically underpinned initiative involving weekly clinical sessions lasting 11/2hrs each week. Alongside this SDQ's will be used to measure the impact on children together with direct work being undertaken by the allocated social worker. This will be an initial pilot involving 10 couples which will be delivered by TCCR a well known lead in couple relationships starting in October 2015. (c) There is an emphasis on engaging father's as part of all interventions and where required to commission appropriate resources including perpetrator programmes to raise awareness. Social care interventions include direct work with children and together with systemic input to assist fathers to gain improved insight into the impact on children	July 2017

	Objective	Key deliverables and responsible person	Updates	End date
			witnessing domestic violence.	
20.	Ensure young perpetrators of	(a) The Youth Offending Team to address the	(a) In 2013/14 there were a number	April 2015
	violence are given the opportunity	emerging pattern of young perpetrators of	of young people who had been	Delete some or
	to address their offending	domestic violence. It should be noted that not	convicted of a crime and there	all of this and
	behaviours by access to	all young people who are violent towards family	were concerns about violence in	include update
	appropriate interventions.	members are charged and sentenced and	the family. In September 2013, out	in report?
		become an open case to the YOT. Some Young	of 89 live cases, 9 had recorded	
		People may be charged with ABH/ assault/	convictions which amount to	
		battery/ common assault rather than domestic	Domestic Violence matters, (One	
		violence conviction. Children and Families –	received a conditional discharge)	
		Youth Offending Team – Ann Garratt	Of the 9 cases convictions were	
			recorded as follows- 4x Assault by	
			beating; 2x Assault Occasioning	
			Actual Bodily Harm (ABH); 2x	
			Common Assault ; 1x Causing an	
			Affray. Of the 9 cases identified as	
			a domestic issue the victims were	
			as follows- 3 were against the	
			mother; 2 were against the father;	
			3 were against a sibling, all were	
			sisters; 1 was against a care home	
			staff member (Young person had	
			been in placement for a number of	
		//- \ A	months).	B
		(b) Agree and deliver a programme for teenagers	(b) As a result YOT commissioned	Decommissioned
		who use violence in their own interpersonal	YUVA to deliver direct work in	
		relationship and towards family members	2014/15. This has been	
		(YUVA). Children and Families – Youth	decommissioned as the number of	
		Offending Team – Ann Garratt	referrals (4) did not justify a	

Objective	Key deliverables and responsible person	Updates	End date
	(c) Ensure the programme offers a concurrent	bespoke service. (c) As part of the work within the	
	service to support victims of violence. Children and Families – Youth Offending Team – Ann	Youth Offending Team a key responsibility is to address the	April 2016
	Garratt	offending behaviour of the young people. The YOT has a victim	
		liaison officer who has contact with victims, to wherever possible	
		involve them in the Restorative Justice processes.	
	(d) Programme offers a colocated model at the YOT to support staff in assessing risk. Children and	(d) Colocated model, see point above regarding decommissioning. We	April 2016
	Families – Youth Offending Team – Ann Garratt	can access DV workers in EIS.	
21. Perpetrators of violence are	Special Domestic Violence Court (SDVC) protocol	There are new arrangements under	January 2016
brought to justice via the criminal	agreed and publicised to encourage victims to	discussion and there will be changes	
courts.	support prosecutions. Brent Magistrates' Court	when we withdraw our IDVA from the	
	and Harrow Council – Rebecka Steven	Court. Rebecka Steven will attend the	
		Courts Working Group.	