

<b>REPORT TO:</b>	<b>CABINET 15 DECEMBER 2014</b>
<b>AGENDA ITEM:</b>	<b>6</b>
<b>SUBJECT:</b>	<b>Croydon's Domestic Abuse and Sexual Violence Strategy 2015-2018</b>
<b>LEAD OFFICER:</b>	<b>Paul Greenhalgh Executive Director Children, Families and Learning Tony Brooks Director of Environment</b>
<b>CABINET MEMBER:</b>	<b>Cllr Mark Watson Cabinet Member for Safety and Justice</b>
<b>WARDS:</b>	<b>All</b>

**CORPORATE PRIORITY/POLICY CONTEXT:**

The council and its partners have agreed that reducing the incidence of domestic abuse and sexual violence in Croydon is a high priority.

**AMBITIOUS FOR CROYDON & WHY ARE WE DOING THIS:**

The intention for the council and the Local Strategic Partnership is to drive a change in attitudes and behaviours towards domestic abuse and sexual violence throughout the borough. This report addresses the administration's strategic aim to increase:

**Independence** through the prevention of domestic and sexual violence where possible, improve support for victims and more strongly hold perpetrators to account.

**FINANCIAL IMPACT**

The cost of domestic abuse and sexual violence is high – both financially and in terms of the social and emotional cost to victims. Using the Walby formula the cost of domestic abuse in Croydon is estimated to be £37.4 million with the human and emotional costs at £64.5 million per annum.

The proposed innovative hub and spoke model in the strategy will provide a more community focused approach and also realise savings from the release of the current Family Justice Centre accommodation.

The delivery of the hub and spoke model will be based on a newly funded team of Domestic Abuse Advisors, both virtual and located in localities, to work within universal services and support the mobilisation of the community, voluntary and faith sectors.

The 2015-2018 Strategy aims to take a more radical approach to reducing the incidence and impact of domestic abuse and sexual violence in Croydon. In the longer term it will reduce costs through prevention and earlier intervention. However in the short term the strategy is likely to uncover significant unmet need and there will be a

pressure on resources that will require partners to work together even more effectively and to share resources and skills.

**FORWARD PLAN KEY DECISION REFERENCE NO.: this is not a key decision**

The Leader of the Council has delegated to the Cabinet the power to make the decisions set out in the recommendations below

## **1. RECOMMENDATIONS**

Cabinet is recommended to:

- 1.1 Consider the reviewed Equality Impact Assessment at Appendix One;
- 1.2 Agree the Domestic Abuse and Sexual Violence Strategy for Croydon 2015 – 2018 at Appendix 2 and outstanding mitigating key actions detailed at paragraph 8.

## **2. EXECUTIVE SUMMARY**

- 2.1 Domestic abuse and sexual violence adversely affects people who experience it and creates a social and economic impact for public services as well as the wider community. Domestic abuse and sexual violence can be perpetrated by women against men and occurs in same sex relationships. However, research, including police statistics, shows it is disproportionately committed by men against women. Domestic abuse and sexual violence is both a cause and consequence of gender inequality that is reinforced the longer it continues.
- 2.2 Tackling domestic abuse and sexual violence in Croydon is one of council's top three priorities. This has the full endorsement of Croydon's Local Strategic Partnership (LSP) and all Chief Executives have signed up to a declaration to put an end to domestic abuse and sexual violence by acting together. Significant progress has been made since the 2012-2015 plan. However there is still much to do, around the perception of people who do not see domestic violence and sexual exploitation in the same way as other crimes. The council has a key role in leading and co-ordinating the community and multi-agency response to ensure there is a long-term and sustainable positive change in attitudes and beliefs. The LSP will ensure that the structures for identifying and intervening earlier in domestic abuse and sexual violence against women and girls are well-established and working effectively.
- 2.3 This paper provides a summary of the progress made delivering the Domestic Abuse and Sexual Violence (DASV) Strategy 2012 – 15. It

also provides an overview of Croydon's revised Strategy 2015 – 18. The ambitious DASV Strategy for 2015-18 can be found in **Appendix 2**. It is framed around the four P's of Prevention, Partnership, Provision and Protection.

2.4 Set out below are the four key priorities that the Local Strategic Partnership believe will drive forward the Strategy and work across the borough.

- Engaging communities in changing attitudes and by encouraging people to help themselves and each other using community-based support.
- Ensuring sufficiency of resources to deliver the Strategy, the campaigns and develop a hub and spoke approach that increases preventative approaches.
- Developing a data and intelligence framework that enables partners to scrutinise the delivery of the Strategy and impact of partnership actions.
- A drive to influence the wider legal framework and criminal justice system to enable more effective actions against perpetrators will also be undertaken.

The Strategy builds on the strengths of the Family Justice Centre and its associated services, including multi agency risk assessment conference (MARAC), independent domestic violence advocates (IDVA), and the work of the Chief Executive Champions Group.

The Strategy incorporates the partnership's response to Violence against Women and Girls (VAWG) in line with the United Nations definition of *'any act of gender based violence that is directed at a woman because she is a woman, or acts of violence which are suffered disproportionately by women'*.

The Strategy has been developed in partnership with the statutory, voluntary, private sector and local communities in Croydon to provide accessible and appropriate responses for all women, men, children and young people experiencing domestic abuse and sexual violence.

2.5 Additional funding is being provided to deliver the hub and spoke model which underpins the proposed Strategy 2015-2018. This work is recognised in the DCLG Transformation Award which outlines the contribution of a network of Best Start DA Advisors and virtual IDVA service. It is predicted that over ten years the DA Advisor network would reduce incidents by just over 1,800 for the target group. Using the nationally accepted cost database, this would result in potential annual fiscal savings of up to £339k p.a. (60% success rate). This is notional and mostly accrues to NHS (47%), police and probation. The research required as part of the DCLG Award will be to track the impact of this work.

The Best Start and virtual DA advisory service will provide

- an advisory service to victims through referrals from Best Start services, GPs, schools and community groups
- advice for self-referrals from adults (parents and non-parents)
- community and faith group based advice and support
- support to volunteers and peer to peer support networks

The broader role of Advisors will galvanise the community and faith sectors into supporting the drive to reduce DASV as well as tackle behaviour and attitudes. The fiscal value has not captured the added value that can be attributed to the additionality of community and volunteer support.

### **3. BACKGROUND DETAILS**

#### **3.1 National research and evidence**

In developing the Strategy for 2015-2108, the borough-wide multi-agency Partnership Forum reviewed research and information including the work of the Early Intervention Foundation, National Institute for Health and Care Excellence (NICE) and the two Croydon Domestic Violence Homicide Reviews. Information from the London Mayor's office and the Centre for Public Scrutiny have helped inform the Strategy.

The Early Intervention Foundation is one of the government's 'what works' groups that aims to identify evidence about what will improve the social and emotional wellbeing of children and young people. It undertook an extensive review of domestic abuse and set out six recommendations:

- Greater use of proven evidence-based programmes and practice;
- A clear action plan on Violence against Women and Girls (VAWG) and a series of improvements to it;
- More effective support to deliver school-based programmes to scale for example Personal, Social Health Education and Sex and Relationship Education;
- Strengthen the support for couple and family relationships where there is a risk or history of domestic violence and abuse;
- A comprehensive workforce development plan on domestic violence and abuse for all Early Intervention workers;
- Improved measurement, evaluation and research of domestic violence and abuse with a particular focus on the impact of early help in preventing it.

#### **NICE evidence review**

In 2013, NICE commissioned a review of the evidence relating to domestic abuse. It aimed to investigate "interventions to identify, prevent, reduce and respond to domestic violence between family members or between people who are (or who have been) intimate

partners”. A large number of gaps were identified in the evidence, where no or very little research existed. However, some significant findings were uncovered, which will be reflected in Croydon’s new Strategy. These include:

- The use of screening tools, antenatal screening, and that cueing (providing information about a patient prior to a clinical encounter) improves identification of domestic abuse;
- There is moderate evidence of improvements in domestic abuse outcomes for advocacy, skills-building, counseling and brief interventions, therapy, individual interventions for abusers, short duration group interventions measuring attitudinal, psychological and interpersonal outcomes, and couples’ interventions including substance use treatment;
- Where children are exposed to domestic abuse, interventions aimed at both mothers and children together appear to have the most positive impact on outcomes;
- Partnerships to address domestic abuse were effective at increasing referrals, reducing further violence, and supporting victims of DV.

An analysis of Croydon’s work in relation to the 14 NICE recommendations is included in the 2015-2018 Strategy and shows that progress is being made in Croydon. The analysis highlighted the need for more preventative work in schools, with GP practices and the lack of perpetrator programmes.

### **3.2 Croydon Domestic Homicide Reviews**

Two Domestic Homicide reviews have been undertaken in Croydon over the past 18 months. Partners have already developed their action plans and progress has been made to address the findings.

There are a number of issues raised that have informed the proposed 2015-18 strategy such as:

- The “Think Family” approach has to be highlighted and explained so that practitioners, professionals and clinicians understand the concept and their roles and responsibilities regarding safeguarding children;
- Training need for both GPs and A&E to recognise the risks of domestic abuse and conduct clinical enquires for DA and to be aware of their role and responsibilities;
- There was a lack of information sharing between agencies within the health service and between other agencies such as the police and council and between these agencies and NHS agencies. The Multi Agency Safeguarding Hub has a significant role to enable information sharing to proceed.

- 3.3 The **Centre for Public Scrutiny** has produced guidance following the Rotherham and mid-Staffordshire investigations in relation to the importance of scrutiny by systems leaders. Scrutiny was seen as much more than 'formal reporting' but in providing critical challenge and collating information from a range of sources beyond that contained within the performance management process. The guidance for council officers, councilors and partners provides 10 key questions that are helpful to the local Strategic Partnership in ensuring it is providing appropriate scrutiny and oversight.

The Independent Inquiry into Child Sexual Exploitation in Rotherham highlights the links between domestic abuse and child maltreatment. *'Many of the case files we read described children who had troubled family backgrounds, with a history of domestic violence, parental addiction, and in some cases serious mental health problems'*.

- 3.4 **Mayoral Strategy on Violence against Women and Girls (VAWG)**  
The 2013-17 strategy provides a framework for addressing VAWG and sets out five pan-London objectives. It focuses on the needs of women and girls and is a response to the disproportionate impact of VAWG crimes on women and girls, notwithstanding the fact that there are men who are victims of, for example, rape, forced marriage, or domestic violence.

In addition to considering the objectives in relation to Croydon's ambitions, a few key points that inform the development of Croydon's Strategy include the need to mainstreaming violence against women into other policies and strategies and the challenge of how to treat violence against women as a crime whilst doing more for the majority of women who still choose not to report to the police.

- 3.5 **Review of 2012-2015 Strategy**  
Significant progress has been made since 2012 that will provide a strong platform for the more radical and innovative approach from 2015 onwards.

**i) What is working well – providing a good foundation**

**Governance**

Key areas of achievement include the establishment of robust governance processes. Domestic abuse and sexual violence is a priority for this administration and the Local Strategic Partnership (LSP) and a strategic executive group has been established to drive this work forward. This executive group is chaired by the Cabinet Member responsible for Safety, Justice and Communities, reporting to the LSP Board chaired by the Leader of the Council as well as the Safer Croydon Partnership Board. Domestic abuse and sexual violence is a cross-cutting priority for all the partnership boards with Safer Croydon Partnership being accountable for delivering improvements in line with the Strategy. Croydon's adults and children's safeguarding

boards ensure that domestic abuse is within their oversight and that each partner is accountable for ensuring domestic abuse is highlighted within safeguarding plans.

### **Partnership working**

A much strengthened partnership now exists with a Champion's Group challenging and supporting each partner's action plans. A multi-agency Partnership Forum of 40-50 members has met twice annually ensuring the new Strategy is fully reflective of their ambitions. A voluntary sector forum also meets.

### **Marketing**

An extensive joint media/marketing and communication campaign has been raising awareness across the borough bringing together police and council resources. The impact of this has been evidenced by the increasing contact with the Family Justice Centre and the work of local newspapers in highlighting key issues. This forms a strong platform for the next phase of development which will include a more concerted approach with employers including sign-up to the White Ribbon campaign but also greater focus on workplace policies. Research and workplace materials are available on the website of the Equality and Human Rights Commission. The important message to employers is that work is often the safest place for people experiencing domestic abuse and sexual violence.

### **Workforce**

Workforce development has included a multi-agency training package through the local Safeguarding Children's Board and regular multi-agency support and advice sessions at the Family Justice Centre, with the team also offering workshops for teams across the borough. This greater awareness has supported improved multi agency pathways that have been agreed by champions and agencies. Ongoing training and guidance is required to further develop practitioner confidence and competence in identifying and assessing needs.

### **Young people**

With the national change in definition of domestic abuse in 2013, a Young Persons Violence Advocate role has been developed in is now in place in the Family Justice Centre. This work is aligned with key strands of work including sexual exploitation, gangs and peer on peer work.

### **Independent Domestic Abuse Advisors**

2014 has seen the Family Justice Centre, police and Croydon Health Service piloting two Independent Domestic Abuse Advisors, one based in the police station and another at A & E. These posts are short-term funded and will be reviewed in 2015 to test their impact and in order to seek sustainable funding by relevant partners. The lessons from these pilots can be used in the development of the proposed hub and spoke model.

### **Family Justice Centre**

Since 2012 significant improvements in the work of the Family Justice Centre have been achieved. There are strong relationships between the centre, police, housing etc that enables a more rapid and holistic support, particularly for more complex victims. The identification of high-risk victims continues to strengthen, however some partners still have low referral rates indicating the need for on-going work.

In 2012, the management and staffing of the Family Justice Centre moved to the Early Intervention Support Service in the Children, Families and Learning Department. This has enabled a more preventative approach to start to develop with a new focus on the safeguarding of children and more of a whole family approach where the victim is a parent. A successful bid for funding will enable a two year pilot of two mental health workers for victims and children of victims that will start in place in 2015. It is proposed to develop a virtual and locality based team of Domestic Abuse Advisors team as part of the hub and spoke approach to build the capacity of universal services as well as ensuring greater reach to all communities by a more flexible and accessible advice and support service. This team will play a key role in the Croydon Best Start programme which focusses on early intervention for families with babies and children under 5.

### **Victim support groups**

The Freedom programme, funded by Early Intervention Support Service and children's centres, provides group support for victims of domestic abuse. The borough wide coverage has provided support for more than 100 victims of domestic abuse, there has been a high retention rate and very positive user feedback.

### **Sexual violence and Rape Crisis Centre**

The Rape Crisis Centre (RASAC) has developed a specialised therapeutic model for working with survivors of sexual violence called the empowerment model. RASAC is funded by MOPAC and is the local lead agency for sexual violence. They are a highly regarded partner in Croydon and a specialist Independent Sexual Violence Advocate is seconded into the Family Justice Centre from RASAC.

## **ii) Ideas being developed**

### **Guidance**

In October 2014 Croydon's newly developed domestic abuse toolkit, including information on pathways/referrals, was made available on-line. This is an innovative approach that will enable greater access across all professional groups, and the wider community, to help them identify domestic abuse and sexual violence and understand the actions and steps they can take to help protect victims.

### **Mobilizing Communities**



A Croydon domestic abuse and sexual violence Kitemark is in the early stages of development. The Kitemark will take groups through a process of support and validation so that they can be recognised for their contribution to the prevention and early intervention of domestic abuse and sexual violence. It is particularly focused on mobilizing community resources by supporting community, voluntary and faith groups in developing their understanding of domestic abuse and sexual violence and their understanding of how to be proactive in tackling this in their community. The Council's recently launched Active Communities Fund has a priority specifically aimed at developing a community response to domestic abuse and sexual violence.

### **Innovation**

In its very early stage of development is the technological platform for an interactive web based / virtual support system where individuals can access advice on-line and a more flexible range of times. The team will be experienced and knowledgeable independent Domestic Abuse Advisors. With additional resources, this team will bring Croydon up to its recommended number of Advisors in a long-term sustainable basis.

### **iii) What needs to be further developed and what will help make Croydon a Beacon authority**

In reviewing the 2012-2015 plan, the work undertaken and the evidence outlined above there are a number of key issues to be developed.

#### **Sexual violence and gender inequality**

The Violence against Girls and Women (VAWG) strategy is embedded in the 2012-2015 strategy and the 2015-2018 plan needs to have a stronger focus on this issue. The work of RASAC is strong and provides expertise in helping drive forward the strategy to address the sexual violence against women and girls (VAWG) in Croydon. The issue of gender inequality and sexual violence needs to be addressed so that the high rate of sexual violence in Croydon can be tackled by all partners. The Strategy will reflect specific priorities and actions relating to VAWG and strengthen the partnership response.

#### **Harmful practices**

Recent work has been undertaken on developing borough wide strategy to FGM/Forced Marriage and Honour based violence in order to better tackle this issue and protect women and girls at risk of harmful practice. Croydon Safeguarding Children's Board is leading this work and it will be important to make sure there are strong links between the strategies. Clear pathways to the Safeguarding Children's Board's work on sexual exploitation will be made.

### **Healthy relationships and prevention**

Work has been done to set up prevention programmes in primary schools with a successful pilot. Further engagement with schools to promote work programmes such as Values versus Violence is needed.

### **Domestic Abuse and Sexual Violence Leadership**

Earlier in 2014 there was consideration that named Child Protection leads in all organisations are also Domestic Abuse and Sexual Violence leads so that regular communication and support can be provided as a single point of contact. Continuing workforce development for universal services, in particular GP practices and schools, needs to be a focus for 2015-2018 so that these agencies can better identify domestic abuse and sexual violence as early as possible and have conversations with victims including children who experience this within their family. Increasing referrals to MARAC of high risk victims needs to continue and there are a few partners from whom the level of referral remains lower than expected.

### **Safeguarding**

In late autumn 2013 Croydon established a Multi-agency Safeguarding Hub (MASH) that ensures a multi-agency response to concerns. In the next phase of development it will be important to better identify where domestic abuse is an issue in MASH referrals so that progress can be tracked and successful interventions mapped.

### **Perpetrators**

The need to have in place an evidence-based perpetrator programme has been highlighted by all partners. Work with organization Respect will be undertaken to identify best practice in this area, funding will need to be identified to take this forward. The opportunity to increase the use Domestic Violence Disclosure Scheme (Claire's law) should be considered as a way of reducing serial perpetrators but also to give more control to women and offer better protection. The need for support for applicants will be required to ensure that Work with the Home Office to improve the reporting of domestic abuse and sexual violence and the responsibilities of all professionals.

### **Think Family**

The need for a 'think family approach' should be built into the 'troubled families' programme with the widening of the criteria of phase II of the scheme. This would reduce the impact on children as well as build resilience and independence in families. Caring Dads programme as well as parenting programmes will help rebuild parenting capacity that is often reduced as a result of domestic abuse and sexual abuse.

### **Hub and spoke**

Finally, the current building for the Family Justice Centre has proved the need for an anonymous central place where victims can seek support. However in order to move towards a more preventative approach where the resources of communities and faith groups can be

harnessed, the need for more localized support and advice is crucial. In autumn the lease for the current Family Justice Centre accommodation ends and an alternative, smaller, accommodation has been identified. Once secured a six month moving plan can be put in place so that there a smooth transition to the new building. The development of lease ending in 2015 there is an opportunity to move to a hub and spoke model based on existing good practice at the Family Justice Centre but also building the capacity of local partners, in particular through the team of Advisors. The vision is that the Hub is the Family Justice Centre which will provide a service to high risk clients. The targeted spokes will be formed by specialist Independent Domestic Abuse Advisors based in key settings such as the Hospital and Police Station. The community spokes will be a key part of our Best Start approach and will be embedded in community settings, through Best Start Domestic Abuse Advisors, who will build capacity and navigate appropriate pathways of support.

### **Scrutiny**

Developing a coherent set of data that enables the Executive Group to closely monitor progress and impact of the strategy is challenging and requires dedicated resource to establish a 'dashboard' that is meaningful. More work will be taking place with the council and partners' data teams to put in place a domestic abuse and sexual violence dashboard. Other data, in particular the voice of victims and survivors, will be used to enable the system leaders to fully scrutinise the impact of the Strategy.

### **3.6 Headline Statistics**

The most reliable estimates of the extent of domestic violence and abuse come from the British Crime Survey (BCS). In the UK in 2011/2012, 7.3% of women (1.2 million) and 5.0% of men (800,000) reported having experienced domestic abuse. Using 2011 Census data it can be estimated that: **13,666 women and 8,810 men experienced domestic violence and abuse in Croydon during 2011/2012.**

Of all the respondents recording experience of domestic violence and abuse, 89% of women experienced four or more repeat incidents (with a mean average of 20 incidents per victim) compared to 11% of men (with a mean average of 7 incidents per victim) meaning that **12,163 women and 969 men experienced four or more incidents of domestic violence and abuse in Croydon during 2011/2012.**

Recorded allegations of domestic abuse are much lower than the BCS data and from April 2011 to March 2012, there were only 5,960 recorded allegations of domestic abuse. A single person can be involved in more than one allegation so the number of victims this represents is likely to be even smaller. The following table shows that

while the proportion of female and male victims has remained similar in terms of allegations of domestic violence from 2011/2012 to 2012/2013, there has been an 8.4% increase (159 additional allegations) recorded during this time period.

Table 1: number of domestic abuse allegations for 2011/12 and 2012/13 by victim's gender, and degree of change

	Allegations (n)	Female victims (n)	Female victims (%)	Male victims (n)	Male victims (%)
2011/12	1,889	1,584	84	305	16
2012/13	2,048	1,683	82	365	18
Change	159 (+8.4%)	+99	-2%	+60	+2%

Croydon has the largest number of domestic abuse offences of any of the London boroughs, but it is also the capital's most populous borough. The domestic abuse rate for Croydon is 7.0 offences per 1,000 population compared to 5.7 per 1000 population for similar Crime and Disorder Reduction Partnership (CDRP) boroughs and 6.4 per 1000 population for London as a whole. The recent 4.0% increase in offences is less than the 5.5% increase in similar CDRP boroughs and the 6.0% increase in London over the same period. In 2012/2013 Croydon ranked 19th out of the 32 London boroughs in terms of rates of domestic abuse offenses.

Table 2: Domestic Abuse offences for Croydon and Crime Reduction Partnership Boroughs and London, September 2011 – August 2013

Borough	September 2011 to August 2012	September 2012 to August 2013	Volume change	% change	Rate / 1,000 population
Croydon	2,342	2,436	+94	4.0%	7.0
'CDRP' borough average	1,348	1,422	+74	5.5%	5.7
London	47,518	50,386	+2,868	6.0%	6.4

Source: Metropolitan Police Management Information System (MetMis)

The recently published Joint Strategic Needs Analysis of domestic abuse and violence provides a comprehensive overview of the data and highlights the significant volume and complexity of domestic abuse and sexual violence in Croydon.

([http://www.croydonobservatory.org/2013-2014\\_JSNA](http://www.croydonobservatory.org/2013-2014_JSNA))

### 3.7 **Strategic Framework for 2015-18**

The review of the evidence and the 2012-2015 Strategy has provided clear focus for the 2015-2018 Strategy.

The following framework is proposed for 2015-2018 Strategy.

**Prevention:** through our work to prevent domestic abuse and sexual violence, we will:

- Campaign and challenge attitudes, behaviours and practices which contribute to all domestic abuse and sexual abuse by strengthening our media campaign, by becoming a White Ribbon Borough, engaging employers especially the wider community.
- Promote programmes of 'healthy relationships' so that children, young people and adults are better equipped to form relationships based on equality and respect and address the need for couple relationship work as a basis of strengthening family resilience.
- Strengthen the understanding of those who work with adults and families so that frontline partners in universal and community services can intervene early to challenge acceptability and to seek support as early as possible through training, use of the toolkit, culturally sensitive guidance and support and clear pathways to specialist guidance.
- Ensure community and services such as schools, voluntary sector, GP practices have identified domestic abuse leads who are supported and confident in their role to support those at risk, or are victims, of domestic abuse and sexual violence.
- Develop a 'think family approach' and use the troubled families programme and social care interventions to support whole families at risk or experiencing domestic abuse and sexual violence.

**Measures of success:**

- Increase in the use of whole family interventions to reduce the incidence and impact of domestic abuse and sexual violence.
- Percentage of schools with a 'healthy relationship' programme that tackle issues of domestic abuse and sexual violence such as Values versus Violence.
- Increased number of universal services where the designated Child Protection lead is signed up as the domestic abuse and sexual violence champion.

**Protection and reducing the risk:** through our work to protect and reduce the risk to those who are victims of domestic abuse and sexual violence and ensure that perpetrators are brought to justice, we will:

- Reduce the risk of harm from perpetrators through tackling the top 5 perpetrators in the borough and promoting the use of the Domestic Violence Disclosure Scheme.
- Increase the numbers of those affected by domestic abuse and sexual violence who have the confidence to access the criminal

justice system by seeking continued improvement in the effectiveness of its response to them.

- Increase the number of offenders breaking out of a cycle of offending by ensuring the access to, and effectiveness of, rehabilitation programmes.
- Better identify high risk victims through risk assessment and increased referrals to MARAC, including reducing the number of repeat incidents of victimization.
- Proactive identification of adults and young people at risk of domestic abuse and sexual violence by targeting work with these groups such as LGBT, disabled people.
- Campaign for better use of statutory and legal powers to ensure increasingly successful prosecution of perpetrators.

**Proposed measures of success:**

- Increase in sanction and detection rate.
- Reduction in referrals to MARAC and reduction in repeat victimization.
- Increase in the number of perpetrators accessing rehabilitation programmes.
- Increase in the use of Domestic Violence Disclosure Scheme.

**Provision of support to reduce violence against women and girls:** through our work to provide adequate levels of support where violence does occur we will:

- Strengthen the understanding of violence against women and girls so that all partners have a clear role to play in addressing sexual violence and gender inequality.
- Improve the support that women and girls get locally by enabling local communities to tailor service provision to meet their local needs.
- Deliver better and more effective outcomes for victims of sexual violence by the provision of training to frontline partners to recognise sexual violence and understand the actions to be taken.
- To tackle behaviours and attitudes to challenge gender inequality.

**Proposed measures of success:**

- Increase in the sanction and detection rate for sexual violence offences.
- Increase in the numbers of women and girls victims coming forward and seeking support.
- Increased engagement of partners in the take up of training.

**Partnership:** through working in partnership to obtain the best outcome for victims and their families, we will:

- Mobilise the community in tackling domestic abuse by encouraging people to help themselves and each other using community-based support through the hub and spoke approach.

- Develop a hub and spoke approach to provide advice to universal provision such as GPs and health visitors, community and faith groups, schools and early years settings, have access to advice and increase the number of victims accessing support.
- Develop a volunteer programme to support those affected by domestic abuse and needing short term input to stabilise their situation.
- Challenging attitudes and beliefs and enable community, voluntary and faith sector to take a stand against domestic abuse and sexual violence.
- Working closely with partners to ensure clear pathways with work to tackle harmful practices at all levels.

**Proposed measures of success:**

- Increase in the number of victims seeking support through Family Justice Centre and hubs.
- Increased referrals by GPs as measured by the use of the GP's DASV notepad.
- Increase in the number of victims being supported by volunteers.
- Increase in the number of voluntary, community and faith groups with Domestic abuse and sexual violence champions and engaged in the Croydon DASV Kitemark.

**3.8 GOVERNANCE**

Clear lines of governance and accountability have been established with the lead governance being provided through Safer Croydon Partnership. The Domestic Abuse and Sexual Violence Executive Group continues to drive forward, challenge progress and remove barriers to making more rapid headway on reducing the impact and incidence of domestic abuse. The role of the Children and Families Partnership is to regularly review the impact of the strategy on the lives of children and families and there is a clear link between its strategy and the domestic abuse and sexual violence strategy.

Both adult and children safeguarding boards have oversight of the DASV strategy and ensure that members have domestic abuse embedded within their safeguarding plans.

The Domestic Abuse and Sexual Violence Partnership Forum including voluntary, community and faith groups, meets twice yearly with a clear focus on specific issues. There has also been a Domestic Abuse and Sexual Violence Voluntary Sector forum that has met. It is proposed that from 2015, the Voluntary Forum and Partnership Forum are integrated so to reduce the number of borough wide meetings and also to enable the voluntary sector to also focus on the development of the hub and spoke model.

#### **4. CONSULTATION**

- 4.1 There has been extensive involvement across all the key forums outlined above. The two Partnership Forums were held in February and October that have included more than 50 organisations.

Consultation with people who have experienced domestic abuse and sexual violence will be undertaken as part of the Strategy consultation. Embedding the voice of the victim/survivor into on-going development work and ensuring that the Partnership Forum has an opportunity to reflect on what victims and survivors experience in Croydon.

#### **5. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS**

##### **5.1 Revenue budget consequences of report recommendations**

The 2015/16 funding available for this service is £1,294k and the table below details the funding sources along with the anticipated expenditure that will be incurred to deliver the service.

The estimated 2016/17 and 2017/18 funding has been included within the table below and the expenditure will need to be revised if funding allocations are not sufficient in future years.



	Current year	Medium Term Financial Strategy – 3 year forecast		
	2014/15	2015/16	2016/17	2017/18
	£'000	£'000	£'000	£'000
<b>Expenditure</b>				
Prevention	72	228	302	237
Protection	783	867	692	692
Provision	0	0	0	0
Partnership	51	199	121	121
<b>Total Expenditure</b>	<b>906</b>	<b>1,294</b>	<b>1,115</b>	<b>1,050</b>
<b>Funded by</b>				
Council Revenue Funding	800	800	800	800
Health Reablement Fund	9	74	65	0
Revenue Reserves	77	420	0	0
Home Office - IDVA	20	0	0	0
Public Health Funding	0	0	250	250
<b>Total Funding</b>	<b>906</b>	<b>1,294</b>	<b>1,115</b>	<b>1,050</b>

## 5.2 The effect of the decision

The main development is the hub and spoke model that will reduce some facilities and premises costs. Proposals for EU funding are also being developed in partnership with other local authorities.

The hub and spoke model and the quality assurance framework will better support voluntary, community and faith groups so that their resources can be used more effectively to support their communities.

The tracking of the partnership action plans demonstrates the progress made and the development of a Dashboard will help partners to more easily identify the effectiveness of the strategy.

## 5.3 Risks

Analysis indicates considerable need which may be unmet and therefore significant gaps may emerge in services particularly as the hub and spoke model develops. However, the criteria for the Troubled Families programme now includes families where there is domestic abuse and sexual violence and therefore these resources can be used to support families as well as enable greater alignment of services that address the underpinning needs of families with regard to domestic abuse and family violence.

The main risk is the move from the current accommodation as the new

but smaller hub has not yet been agreed and the scoping for spokes will not take place until early in 2015. All partners are involved in this development, in particular the new Croydon Best Start programme which will be closely linked in as part of the potential 'spokes'.

#### **5.4 Options**

The option to stay in the current accommodation is not possible as the lease costs for the Family Justice Centre are high and the lease ends in 2015. The option of moving from a central delivery model only to move to hub and spoke model will build on the strengths of a strong hub and provide better access through spokes within communities.

#### **5.5 Savings**

Research shows that the incidence of domestic violence is prevalent in complex families. The reduction in the incidence of domestic violence will impact overtime on families likely to require high cost services. At this point in time it is not possible to predict the future savings but work will start in the first year to try and estimate the level of costs that can be avoided in future years.

APPROVED BY Lisa Taylor – Head of Finance and Deputy S151 Officer.

### **6. COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER**

- 6.1 The Solicitor to the Council comments that there are no specific legal implications arising from the information contained in this report.

Approved by: Gabriel MacGregor, Head of Corporate Law on behalf of the Council Solicitor & Monitoring Officer.

### **7. HUMAN RESOURCES IMPACT**

- 7.1 This report makes recommendations that may require some HR interventions, so that the structure of the service remains flexible whilst ensuring it can be delivered using the resources available. Should this involve HR changes these will be consulted on with the affected staff group and recognised trade unions at an early stage.

APPROVED by: Deborah Calliste, HR Business Partner on behalf of the Director of Human Resources

### **8. EQUALITIES IMPACT**

- 8.1 The equality analysis that informed the previous DASV 2012 – 15 has been reviewed and outstanding actions have been incorporated into the revised DASV Strategy as appropriate. A comprehensive equality

analysis of quantitative and qualitative information is scheduled to take place in 2016 – 17.

- 8.2 The proposed revised domestic abuse and sexual violence (DASV) Strategy 2015 - 2018 aims to change attitudes and behaviours in Croydon. This recognises the need to develop a robust community response that is wider than the statutory sector. The intention of this approach is to advance equality of opportunity for people who have disproportionate and adverse experience of poor outcomes in relation to this crime in particular women especially as this crime continues to perpetuate gender inequality between men and women.
- 8.3 The revised DASV Strategy 2015 - 2018 will seek to take steps to meet needs of (again include reference to specific needs). Key action will include addressing under-representation in the take-up of services for some communities such as LGBT, women who are pregnant, people with disabilities.
- 8.4 The Strategy will also seek to increase confidence and trust in organisations among the victims of DASV, this may involve working closely with some communities who are traditionally less likely to report.
- 8.4 In addition, the DASV Strategy 2016 - 18 will also seek to eliminate discrimination, harassment and victimisation by raising awareness of the borough's zero-tolerance approach. Therefore, Croydon has joined the White Ribbon Campaign to demonstrate its commitment to changing attitudes to domestic violence and sexual abuse and reducing offences. The White Ribbon Campaign will be used to involve the local community to condemn violence (especially with men and boys) against women and girls, increasing awareness of the issue and providing services that aim to reduce such incidents.
- 8.5 One of the emerging issues arising from the review of the DVSA Strategy was the need to encourage a greater community response to changing attitudes and behaviour about DASV. The Council will use the Active Communities Fund to offer the opportunity for communities to work together to develop appropriate projects.
- 8.6 In addition, the Council's also intends to work closely with those groups that can provide gateways to some communities we find difficult to reach, in particular Croydon's Faith Communities.

## **9. ENVIRONMENTAL IMPACT**

- 9.1 Hub and spoke will improve ease of access of local communities and so there will be minimal, but positive, impact on the environment.

## **10. CRIME AND DISORDER REDUCTION IMPACT**

- 10.1 The Domestic Abuse and Sexual Violence Strategy is overseen by Safer Croydon Partnership is aligned with the Safer Croydon Community Safety Strategy.

## **11. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION**

- 11.1 This strategy takes a more radical and preventative approach to tackling domestic abuse and sexual violence. Only by changing attitudes and engaging community and faith sectors, by having more community based provision, will the council and partners truly change the high level of incidents and costs associated with domestic abuse.

## **12. OPTIONS CONSIDERED AND REJECTED**

- 12.1 The main option was to stay with a central service only or develop a hub and spoke approach. The option to remain with a central Family Justice Centre only was rejected as it will not build capacity in universal and community based services.

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**CONTACT OFFICER:** Dwynwen Stepien  
Head of Early Intervention Support Service

**BACKGROUND DOCUMENTS:** Early Intervention Foundation Report ([www.eif.co.uk](http://www.eif.co.uk)); NICE Guidance; Draft JSNA; Croydon Domestic Abuse and Sexual Violence Strategy 2012-15