

**Name of meeting:** Cabinet  
**Date:** 10<sup>th</sup> September 2019  
**Title of report:** Domestic Abuse Strategy 2019-21

### Purpose of report

This report is to provide Cabinet with a further update on the development of the new Kirklees Domestic Abuse Strategy 2019-21 in order to seek final sign off by members and approval for plans for a formal launch.

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|--|--|
| Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards? | Yes  |
| Key Decision - Is it in the <u>Council's Forward Plan (key decisions and private reports?)</u>   | Yes  |
| The Decision - Is it eligible for call in by Scrutiny?   | Yes – Scrutiny presented with the report on 22 <sup>nd</sup> July 2019                                 |
| Date signed off by <u>Strategic Director</u> & name  | Richard Parry, Strategic Director, 25/07/2019  |
| Is it also signed off by the Service Director for Finance IT and Transactional Services?   | James Anderson – Head of Accountancy – 21 <sup>st</sup> August 2019                                    |
| Is it also signed off by the Service Director for Legal Governance and Commissioning Support?  | Julie Muscroft (Margaret Miller) – 20 <sup>th</sup> August 2019  |
| Cabinet member <u>portfolio</u>  | Cllr Carole Pattison – Learning, Aspiration & Communities<br>Cllr Musarrat Khan – Health & Social Care |

**Electoral wards affected:** All

**Ward councillors consulted:** N/A

**Public or private:** Public

**Has GDPR been considered?** Yes

### 1. Summary

Following a consultation period that ran from April to July 2019 and sign off from the Communities Board, the new Kirklees Domestic Abuse Strategy 2019/21 is being presented at Cabinet on 10<sup>th</sup> September so that members have the opportunity to inform the final version of the strategy; its associated priorities and key areas of work that are planned for Year 1. During the same period, there have also been strategic discussions held about the sustainability of services and resources for responding to domestic abuse in Kirklees. There is £400,000 of non-recurrent funding committed to tackling domestic abuse, a profile of this along with Government funding to projects through the lifetime of this strategy are provided in Appendix 3 of this report.

## 2. Information required to take a decision

- Cabinet is provided with the current draft strategy (please see Appendix 1 for the strategy summary), action plans (see appendix 2) and proposals for expenditure (appendix 3) to support work on domestic abuse.
- Cabinet will be asked to approve a formal launch which is scheduled for 30<sup>th</sup> September 2019

## 3. Background Information

Domestic abuse is a complex social problem that can have major human and financial impacts on children, adults, families and communities. Domestic abuse affects people from all demographics and backgrounds and the damage caused to health and wellbeing can often last throughout the person's life course. In addition to the disruption caused by domestic abuse to individuals and families, there are also significant costs involved in addressing domestic abuse across all agencies, so a strong partnership response is required to be able to tackle this.

The strategy has been developed using a model adopted from the SafeLives organisation which creates a new style of approach and shift in emphasis moving towards a 'whole picture response' to domestic abuse that encourages a focus on prevention. This uses the following four key features:

|                            |  |
|----------------------------|--|
| <b>The Whole Person</b>    | seeing and responding to the whole person, rather than addressing a series of issues   |
| <b>The Whole Family</b>    | looking at victims, survivors, those who harm, individuals connected to the victim/perpetrator including extended family   |
| <b>The Whole Community</b> | all communities of geography, identity and online spaces have responsibility for preventing domestic abuse   |
| <b>The Whole Society</b>   | the general public and those who influence them – the media, politicians, employers, key opinion formers and commentators for example – understand their role in protecting the safety and well-being of those at risk |

## 4. Governance

The area of Domestic Abuse is governed by the Kirklees Communities Board and is a priority in the Safer Kirklees Partnership Plan under the strand of 'Protecting People from Harm.' However, it is recognised that domestic abuse is a cross cutting area that links to a number of policy themes and therefore requires the contribution and oversight of multiple Council and Partnership Boards. As part of the engagement plan, the strategy has been shared more widely so that key stakeholders and groups are cited on strategy development, plans for implementation and the partnership capabilities required to respond to this agenda.

Reducing the prevalence of Domestic Abuse is a key priority for Kirklees and the main group established to lead on implementing the Kirklees Domestic Abuse Strategy and associated action plans is the Domestic Abuse Strategic Partnership (DASP). The

DASP is an effective, multi-agency group of senior representatives from all relevant agencies and is committed to addressing the impact of domestic abuse in Kirklees.

## 5. Current position

### 5.1 Length of strategy

The Domestic Abuse Strategic Partnership agreed that the new strategy should once again run for a period of three years (2019-21). Not only this does this guarantee continued alignment with HM Government's 'Ending Violence Against Women and Girls Strategy and the OPCC West Yorkshire Domestic and Sexual Violence Strategy, it was also felt that this was a proportionate length of time to be able to drive and implement improvements, as well as allowing sufficient timescales to consider any future commissioning arrangements.

### 5.2 Vision

The strategic vision for the next three years is:

***“For everyone to understand their responsibility and contribute to tackling domestic abuse in Kirklees”***

*Which links directly to one of the shared outcomes in the Kirklees Corporate Plan which is for:*

***“people in Kirklees to live in cohesive communities, feel safe and are safe/protected from harm.”***

### 5.3 Strategic Priorities

The vision is underpinned by four strategic priorities which are:

- **Act before someone harms or is harmed**
- **Identify and stop harmful behaviours**
- **Increase safety for those at risk**
- **Supporting people to live the lives they want after harm occurs**

For each priority there will be a robust action plan with an agreed set of measures which will be supported by service specific performance measures. In addition to this, there will be a separate action plan to ensure the partnership capabilities are achieved.

### 5.4 Data and Intelligence

The new strategy will draw on a wide variety of data sets to demonstrate the current picture of domestic abuse in Kirklees. This will enable specific areas of concern, such as potential under reporting; 'hidden victims'; demographic and geographical trends to be identified. This is critical for the Domestic Abuse Strategic Partnership to enable the work set out in the action plan to be truly intelligence led. One of the challenges already identified through the current strategy is that the high volume of data from such a variety of sources can make meaningful, ongoing analysis difficult so a key element of the new strategy will be to establish a consistent data set to allow better performance monitoring.

## 6. Timescales

The strategy received formal sign off by the Communities Board on 10<sup>th</sup> May 2019 so to allow for further engagement and Cabinet discussion, a formal launch is provisionally booked for 30<sup>th</sup> Sept 2019.

## 7. Communications

The Domestic Abuse Strategic Partnership have linked in with the Council's Policy Team and the Communications and Marketing Team for additional expertise. A full Communications Plan is drawn up to support the engagement period over the summer which includes:

- Forward plan for attending key groups such as Cabinet and CMG+
- Plans for the formal launch (provisionally booked for 30<sup>th</sup> September 2019) which will include a press release and the opportunity for a media presence. It is anticipated that we will be able to launch a new Council HR policy in autumn 2019.
- Staff engagement sessions and elected member training programme
- Raising awareness of domestic abuse is a key part of preventative work that is planned locally, as well as supporting all other campaigns that may be developed regionally through the Office of the Police & Crime Commissioner.
- There is always a robust communications plan put in place when any domestic homicide reviews have been approved by the Home Office and are due to be published

## 8. Implications for the Council

Domestic abuse as a cross cutting theme spans across a number of Executive Boards and therefore tackling the issue effectively, will contribute to all seven of the Council's shared outcomes defined in the Corporate Plan, but in particular:

- Children have the best start in life
- People in Kirklees are as well as possible for as long as possible
- People in Kirklees live independently and have control over their lives and
- People in Kirklees live in cohesive communities, feel safe and are protected from harm

SafeLives outlines a framework to set out the comprehensive and enduring whole picture approach that needs to be in place to tackle domestic abuse in a bid to eradicate it. This model is equally as applicable in a partnership setting and in Kirklees, we believe this is an innovative way to enable all stakeholders and communities to better understand the role we all have in this crucial agenda.

Partners across Kirklees work dynamically to deal with the changing landscape of domestic abuse but the scale of the issue does present challenges particularly as statutory services have faced unprecedented budget restraints in recent years. It is therefore more vital than ever that new approaches are implemented and that the progress of the Kirklees strategy and subsequent priorities can be measured through a range of partnership intelligence and data.

### 8.1 Working with People

The Kirklees strategy echoes the SafeLives' 'The Whole Picture - our strategy to end domestic abuse, for good' model and in particular, the pro-active approach to widen the response to domestic abuse. This includes challenging the whole of society to

deconstruct stereotypes to encourage communities to have a low tolerance and high urgency about identifying abuse. This also extends to looking at geographical communities, online spaces and employers/businesses so that they understand the risks posed by those who abuse and their role in protecting those at risk of harm.

The Kirklees Strategy will aim to provide an effective offer for those who have already experienced abuse and violence at all levels of risk by promoting a 'whole family' approach so that the needs of the individual are not considered and acted on in isolation.

Furthermore, the early intervention and prevention focus (ie. acting before someone harms or is harmed) will provide an opportunity to work far more with our communities, elected members, schools, health providers, businesses and voluntary sector services to raise awareness of the issue and increase confidence for people to report and confidence to respond when a disclosure may be made.

## **8.2 Working with Partners**

The redefined approach to responding to Domestic Abuse in Kirklees, modelled on the SafeLives approach, outlines a framework to set out the comprehensive and enduring whole picture approach that needs to be in place to tackle domestic abuse in a bid to eradicate it. We recognise that no one single agency has the complete picture in relation to Domestic Abuse, hence the proposed model is equally as applicable in a partnership setting and in Kirklees, we believe this is an innovative way to enable all stakeholders and communities to better understand the role we all have in this crucial agenda.

Following on from this, there are a number of strategic priorities that have been agreed across the partnership which will be supported by a detailed action plan and a set of capabilities that all those within the sector will need to apply. The Domestic Abuse Strategic Partnership is an effective group that will be responsible for driving the strategy locally, and for monitoring the impact across a number of key agencies (Council, Police, Health and the Voluntary & Community Sector).

## **8.3 Place Based Working**

Domestic abuse rarely affects just one person and every case will include different family dynamics; types of abuse and levels of risk posed by the perpetrator. In this sense, the SafeLives model seeks to encourage agencies to employ an effective, restorative and empathetic response that is tailored to the needs of the person and/or family's circumstances that helps them become safe in a way that is right for them.

Demographic and socio-economic factors within Kirklees are hugely varied so it is anticipated that the new approach will support place-based working through initiatives that are planned around Community Hubs, Schools as Community Hubs and an elected member engagement/training programme to support them in their roles as community leaders. Early plans are also being considered to enable a pilot roll out of some evidence based projects that seek to work directly within communities and strengthen their knowledge and confidence in how to respond to domestic abuse.

## **8.4 Other (eg Legal/Financial or Human Resources)**

**Financial** - in February 2019, £400k funding was committed to support this agenda so work is ongoing to review the infrastructure of services and commissioning

arrangements (such as the Independent Domestic Violence Advocate contract which is due for re-tender this year). A number of the services that supported people in 2018/19 were not funded recurrently and so, in the short term, some funding has needed to be allocated to these services to ensure that they sustained pending work to secure recurrent funding and to develop the future service model. In addition to this, the Domestic Abuse Strategic Partnership will continue to seek funds from partner agencies to ensure sustainability and enable continuation of joint programmes and any new, evidence-based initiatives

**HR** – as part of the new strategy, it is intended that the Domestic Abuse Strategic Partnership work closely with HR colleagues to create a specific policy for staff who may be experiencing domestic abuse (either as victims or perpetrators). An initial briefing has taken place with Trade Unions. They will be consulted throughout the development of the policy. The roll out and implementation of this will be supported by comprehensive training for managers.

## 9 Consultees and their opinions

| Consultee  | Date                       | Opinion         |
|--|----------------------------|-----------------|
| Council's Overview & Scrutiny Management Committee | 3 Sept 2018                | For info/update |
| Council's Overview & Scrutiny Management Committee | 5 Nov 2018                 | For info/update |
| Council's Executive Team                           | 8 Jan 2019                 | For info/update |
| Office of the Police & Crime Commissioner          | 18 Apr 2019                | For info/update |
| Victim/Survivor Forums                             | 1& 2 May 2019              | Supported       |
| Adult Social Care Strategic Directors              | 9 May 2019                 | Endorsed        |
| Portfolio Holder & Chair of Communities Board      | 9 May 2019                 | Endorsed        |
| Vice Chair of Communities Board                    | 9 May 2019                 | Endorsed        |
| <b>Communities Partnership Board</b>               | <b>10 May 2019</b>         | <b>Approved</b> |
| <b>Council's Executive Team</b>                    | <b>11 June 2019</b>        | <b>Endorsed</b> |
| Joint Health and Wellbeing Board                   | 13 June 2019               | Endorsed        |
| <b>Council's Leadership Management Team</b>        | <b>1 Jul 2019</b>          | <b>Endorsed</b> |
| Safeguarding Adults Board                          | 11 June 2019               | Endorsed        |
| Portfolio Briefing (Adults)                        | 22 <sup>nd</sup> July 2019 | For info/update |
| Council's Overview & Scrutiny Management Committee | 22 <sup>nd</sup> July 2019 | For info/update |

## 10 Next steps

Following discussion at Cabinet, any additional amendments/comments will be shared with the Domestic Abuse Strategic Partnership and a final version of the strategy will be published to be launched on 30<sup>th</sup> September 2019. If the proposed budget allocation is approved, the work needed to progress this will continue (such as going out to tender for the IDVA contract and liaising with HR around any new staffing arrangements)

## 11 Officer recommendations and reasons

- For Cabinet to note and comment on the progress of work undertaken to develop the new strategy
- For Cabinet to approve the strategy (and the planned launch)
- For Cabinet to approve the proposed funding allocation as part of the review of infrastructure and commissioning arrangements, recognising that action has needed to be taken to sustain existing services from April 2019.

**12. Cabinet portfolio holder's recommendations**

The Cabinet Portfolio Holder recommends that Cabinet

- Notes and comments on the progress of work undertaken to develop the new strategy
- Approves the strategy (and the planned launch)
- Approves the proposed funding allocation as part of the review of infrastructure and commissioning arrangements

**13. Contact officers**

Saf Bhuta, Head of Service for Safeguarding and Quality

Alexia Gray, Service Manager for Domestic Abuse and Safeguarding Partnerships

**14. Background Papers and History of Decisions**

Please see table that outlines this under item 9 in this paper.

**15. Service Director responsible**

Amanda Evans – Service Director for Adult Social Care Operations