



Name of meeting: Overview and Scrutiny Management Committee
Date: 15 March 2022

Title of report: Kirklees Domestic Abuse Strategy 2022-2027

Purpose of report: The Strategy provides a framework for our Domestic Abuse Partnership, which includes voluntary/community, council, health, education, housing and criminal justice agencies from the Criminal Justice System to coordinate the broadest possible response to domestic abuse – from prevention and early intervention to dealing with crisis and long-term recovery and safety. Our vision for Kirklees is to have a range of services that are accessible and available to anyone who may need them, working together around individuals, families and communities to prevent, respond to and repair the damage caused by domestic abuse.

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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? | Not applicable |
| Key Decision - Is it in the <u>Council's Forward Plan (key decisions and private reports)</u> ? | No |
| The Decision - Is it eligible for call in by Scrutiny? | Not applicable |
| Date signed off by <u>Strategic Director</u> & name Is it also signed off by the Service Director for Finance? Is it also signed off by the Service Director for Legal Governance and Commissioning? | Service Director Jill Greenfield Strategic Director Mel Meggs |
| Cabinet member portfolio | Cllr Carole Pattison |

Electoral wards affected: ALL

Ward councillors consulted: N/A

Public or private: Public

Has GDPR been considered? Yes

1. Summary

The existing Kirklees Domestic Abuse Strategy (2019-2021) is drawing to a close. The existing Strategy was endorsed by Cabinet on 10 September 2019.

The Domestic Abuse Strategic Partnership has reviewed achievements under the 2019-21 Strategy, and notes that:

- partners have attracted significant investment and commissioned a range of interventions to support our work across individuals, families and communities;
- we also have a range of robust multi-agency working arrangements that aim to coordinate victim safety and hold perpetrators to account for their behaviour;
- we continue to face barriers with working together to engage some victims and survivors in support – given that domestic abuse is a complex social problem that has an impact on local council services (across children's, adults, housing and community based services), the third sector, health organisations, housing providers and the Criminal Justice System, survivors and their children may be caught within local structures, unclear of how to navigate services to get the help they need, and may receive conflicting messages.

To strengthen our response, the Domestic Abuse Strategic Partnership agreed that it would be useful to incorporate a 'whole system' response to delivering services, to ensure that all agencies that provide services to victims of domestic abuse, perpetrators and their children respond in a consistent and coordinated way.

To support this work, Kirklees worked with national charity *Standing Together Against Domestic Abuse*, which have pioneered a Coordinated Community Response – a framework for all partners to commit to shared objectives and the broadest possible response to domestic abuse, addressing prevention, early intervention, dealing with crisis, risk fluctuation, and long-term recovery and safety. It works across a wide range of services, pathways, agencies and systems, and places meaningful co-production at the centre of its approach.

With support from Standing Together, the Partnership has:

- Mapped our existing provision and response – including specialist domestic abuse services, non-specialist community/voluntary sector services and statutory and universal services responses; existing consultation/feedback opportunities for those with lived experience; and partnership and governance structures with a view to highlighting good practice, gaps and challenges;
- Benchmarked Kirklees against the standards established in the Coordinated Community Response and working with the Domestic Abuse Strategic Partnership to identify strategic priorities; and
- Produced a new domestic abuse strategy with stakeholders to ensure the final document reflects our local expertise and is owned by the Partnership.

The Strategy clearly outlines how outcomes will be measured, the principles that underpin our approach, strategic priorities for the Partnership and how governance arrangements will drive the work of the Strategy forward.

Crucially, the Partnership has identified the work to be shared with the public through the Strategy as a public facing document. A more detailed workplan, which clearly identifies gaps in our current provision and intelligence and activities to drive the strategy forward, will support the strategy and be monitored on a quarterly basis. The workplan will include arrangements for an annual review of the strategy, with constructive challenge to be sought from regional partners.

The Domestic Abuse Strategy is intended to be a broad strategy that captures activity delivered by all partners to improve our response to domestic abuse, including those that are driven forward and delivered by single agencies in addition to those commissioned by the Partnership.

With this in mind, the Strategy includes:

- A foreword by Councillor Pattison in her capacity as Chair of the Communities Board, with statements of support to be provided by West Yorkshire Police and the Kirklees Health and Care Partnership;
- An overview of the impact of domestic abuse, with the focus on understanding the harm caused by perpetrators and how this may ripple across multiple victims, children and the broader community;
- Our shared vision and strategic aims, which include responding to voices of lived experience, intelligence, supporting our workforce, supporting our specialist services, working with our communities and our partnership commitment to tackle domestic abuse through internal processes in addition to participating in broader partnership activities;
- Principles that underpin our work, including working with the whole person (recognising intersectionality and the impact of trauma), whole families, whole communities, influencing the whole society and recognising domestic abuse as a form of violence and girls;
- Outcomes that partners are working towards, both strategic and at case management level;
- Strategic priorities, each of which will be supported by a working group to drive forward activity:
 - Priority One: Whole Family Approach to domestic abuse
 - Priority Two: Supporting perpetrators to change their behaviour
 - Priority Three: Partnership response to victims with multiple needs and/or protected characteristics
 - Priority Four: Supporting victims to maintain or access safe and stable housing
 - Priority five: Multi-agency working arrangements
- Governance arrangements, setting out the oversight of the Domestic Abuse Partnership through the Communities Board, links with other strategic boards and arrangements for commissioning, monitoring performance and opportunities for learning.

The Strategy also includes Annexes to outline achievements under the previous strategy; an overview of prevalence data; our approach to developing the new strategy; and a link to the Kirklees Early Help vision.

2. Information required to take a decision

The draft Kirklees Domestic Abuse Strategy is provided for comment by the Overview and Management Scrutiny Committee. The Strategy will be submitted to Cabinet following review by this Committee.

3. Implications for the Council

3.1 Working with People

The Strategy outlines how our whole system, including the third sector, health organisations, housing providers, social care and the Criminal Justice System, works in a consistent and coordinated way to:

- See and respond to the **whole person**, whether that be victims and survivors (including children), perpetrators or others affected by domestic abuse
- Work with the **whole family** to minimise the harm caused by perpetrators and build resilience
- Work with the **whole community** to minimise the harm caused by perpetrators and support victims and survivors to live the lives they want; and
- Influence the **whole society** through the media, politicians, employers, key opinion formers and commentators by challenging victim blaming and damaging gender stereotypes.

3.2 Working with Partners

The Strategy has been developed in partnership with colleagues from voluntary and community services, health agencies, housing providers and criminal justice agencies. Partnership commitment for the strategy is to be demonstrated through statements of support to be provided by both health and police colleagues. This is a partnership strategy and the delivery plan will reflect the contribution and collaboration across the system.

3.3 Place Based Working

The Strategy refers to the work we do in Places, recognising our partnership arrangements to respond to local communities, including Place Partnerships, Primary Care Networks, community hub models of working and Local Neighbourhood Policing teams.

3.4 Climate Change and Air Quality

N/A

3.5 Improving outcomes for children

The Partnership is committed to improving outcomes for children and has identified supporting children affected by domestic abuse, through the Council's established Whole Family Approach, as the first key priority of the Strategy.

3.6 Other (eg Legal/Financial or Human Resources) Consultees and their opinions

Legal

The Strategy includes reference to a newly introduced statutory duty to support victims of domestic abuse, and their children, in safe accommodation. The Partnership will monitor service delivery, including through commissioned arrangements, to ensure continuing compliance with our new statutory obligations.

Financial

The 2022-2027 Domestic Abuse Strategy has no immediate financial implications for the Council.

Over the course of the strategy, the Council will be working with partners to establish joint commissioning arrangements and the Strategy includes an aspiration to develop pooled funding arrangements.

In addition to Council funding, we expect to receive an annual grant from Government that will aid delivery, the amount has not been confirmed as yet and the current short term (annual) nature of funding presents challenges to our commissioning, grant making and to the security of services, particularly for our voluntary sector partners. This is currently 'ring fenced' to domestic abuse, but this may change moving forward.

HR

The 2022-2027 Domestic Abuse Strategy has no immediate HR implications for the Council.

The Strategy includes a partnership commitment to:

- Provide domestic abuse training to support our employees to respond appropriately to people who report domestic abuse, including arrangements for routine and/or targeted enquiry as appropriate; and
- Implement a domestic abuse policy and procedure/guidance for how the organisation will respond to employees who are victims/survivors, or perpetrators, of domestic abuse.

The Domestic Abuse Strategic Partnership will monitor compliance with these commitments over the course of the strategy.

From a Council point of view, our approach to domestic abuse training is being finalised in partnership with workforce development, work around corporate safeguarding, Kirklees Safeguarding Children Partnership and Kirklees Safeguarding Adults Board.

The Domestic Abuse and Safeguarding Partnerships team is currently working with HR to develop guidance outlining how we as an organisation can support employees who may be experiencing domestic abuse and where managers can access further advice and support. It is anticipated that this guidance will be subject to consultation with trade unions and through employee networks.

Communications

The Strategy provides a comprehensive framework for gathering feedback and intelligence, which will highlight the need for targeted campaigns on specific issues and/or within specific communities.

The Strategy itself will be formatted by the Council's graphics team to ensure that the document is accessible and has a consistent look and feel to other Council policies. We are doing this work in conjunction with ongoing work on the Communities Plan to avoid duplication of effort.

4. Next steps and timelines

The Partnership will commence activity under the Domestic Abuse Strategy Workplan following the Councils scrutiny and decision-making processes. The Strategy will also be shared with local partnership boards, including our Safeguarding Children Partnership, Safeguarding Adults' Board and Health and Wellbeing Board.

5. Officer recommendations and reasons

The Overview and Scrutiny Management Committee is invited to comment on the Kirklees Domestic Abuse Strategy 2022-2027 and highlight any particular priority areas for update.

6. Cabinet Portfolio Holder's recommendations

Scrutiny is asked to comment on the Kirklees Domestic Abuse Strategy 2022-2027 and highlight any particular priority areas for update.

7. Contact officer

Jo Richmond, Head of Service, Communities
Chani Mortimer, Service Manager Domestic Abuse and Safeguarding Partnerships

8. Background Papers and History of Decisions

The previous domestic abuse strategy was presented to Scrutiny in 2019.

9. Service Director responsible

Jill Greenfield - Service Director Communities and Customers

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FOREWORD – CHAIR COMMUNITIES BOARD

To be confirmed

STATEMENT OF SUPPORT – WEST YORKSHIRE POLICE

To be confirmed

STATEMENT OF SUPPORT – KIRKLEES HEALTH AND CARE PARTNERSHIP

To be confirmed

ACKNOWLEDGEMENTS

Kirklees has drawn on the expertise of two highly regarded national charities in the development of this Strategy, which was developed in partnership with [Standing Together Against Domestic Abuse](#) and with ongoing support from [SafeLives](#).

Domestic abuse is a complex social problem that impacts people, communities and services, with support provided by the third sector, local council services, health organisations, housing providers, education settings and the Criminal Justice System. It can be difficult for survivors and their children to get the help they need – each organisation may only be responding to one aspect of the issue, and sometimes different organisations have different processes, responsibilities, and measures of success. Survivors and their children may be caught within these structures, unclear of how to navigate services to get the help they need; may receive conflicting messages; and end up being blamed for the abuse perpetrated against them.

Since 2019, Kirklees has been working towards the [Whole Picture Approach](#) championed by SafeLives, which recognises that domestic abuse is never all of someone's experiences or situation and sets out a framework for working with the whole person (rather than a series of issues), the whole family (considering the needs of everyone that may be at risk from a perpetrator), the whole community and whole society to end domestic abuse, for good. Through the Whole Picture Approach, the Kirklees Domestic Abuse Partnership has attracted significant investment and commissioned a range of interventions to support our work across individuals, families and communities. Our achievements under the 2019-2021 Domestic Abuse Strategy are provided in Annexe A.

A needs assessment undertaken in 2021, which included feedback from victims and survivors, indicated that our Partnership continues to face barriers with working together to engage some victims and survivors in support. As a result, the Partnership commissioned Standing Together Against Domestic Abuse to support Kirklees to strengthen the way our local agencies work together, aiming to shift responsibility for safety away from individual survivors to the community and services existing to support them.

Through this ongoing support from SafeLives and Standing Together, Kirklees aims to create a domestic abuse informed system where local agencies work together to keep victims, survivors and their families safe, hold abusers to account, and end domestic abuse by changing the way local communities, organisations and individuals think about, prevent, and respond to it.

This Strategy is the result of ongoing collaboration between:

- Kirklees Council – Communities Service, Adults Services, Children's Services, Public Health, Housing
- West Yorkshire Police
- Kirklees Clinical Commissioning Group
- Calderdale and Huddersfield Foundation Trust NHS
- The Mid Yorkshire Foundation Trust
- South and West Yorkshire Partnership Foundation Trust
- National Probation Service
- Pennine Domestic Abuse Partnership
- Kirklees & Calderdale Rape & Sexual Abuse Centre
- WomenCentre Calderdale and Kirklees
- Domestic Abuse Prevention Programme
- Locala Health and Wellbeing
- Choices for Health in Addiction Recovery and Treatment (provided by Change, Grow, Live)

We wish to thank all the victims and survivors that have shared their stories with us, and those that continue to influence our work in other ways. Speaking out about their own often traumatic experiences, and how local services have supported or hindered their recovery, has helped us to identify what we need to do to provide safety for victims, survivors and their children, to support their longer-term recovery, and to hold perpetrators to account for their behaviour. We hope that our work will continue to improve access to support for everyone affected by domestic abuse.

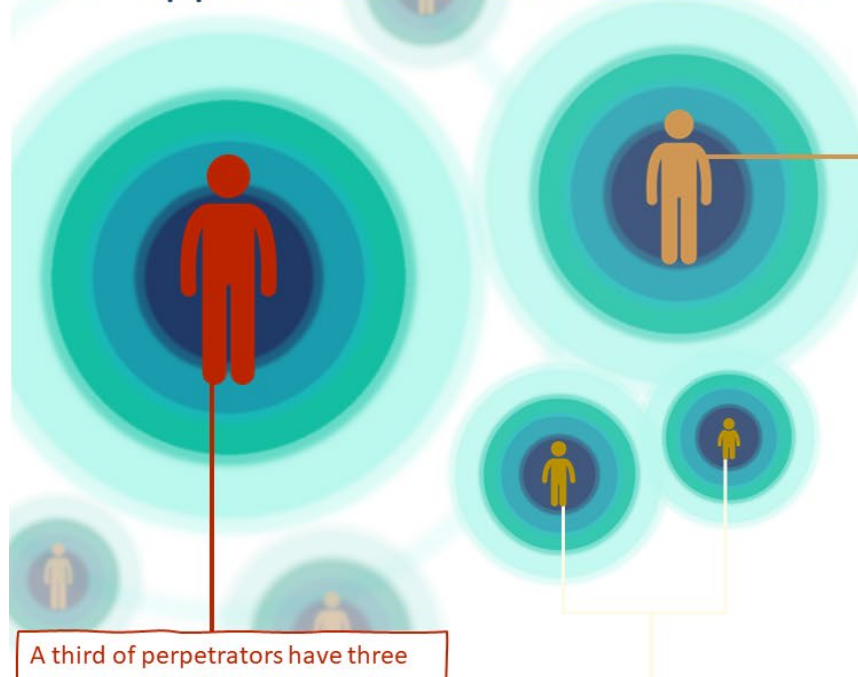
We also wish to thank:

- all staff employed in our partnership organisations for contributing to this strategy, and for continuing to work tirelessly to support individuals, families and communities affected by domestic abuse;
- the Kirklees community more broadly, who have contributed to this strategy through the voices of community leaders and representatives;
- other organisations that continue to support us on our journey of continuous improvement, including:
 - Safe and Together
 - For Baby's Sake
 - West Yorkshire Mayor
 - Regional partners in Bradford, Calderdale, Leeds and Wakefield

A NOTE ON LANGUAGE

The terms 'victim' and 'survivor' are both used throughout this strategy, as there is some variation in how people who are living with or recovering from domestic abuse prefer to be referred to. In this context, victims and survivors include children living in households where there is domestic abuse. This strategy also refers to 'people affected by domestic abuse', which includes victims and survivors (including children) and perpetrators of domestic abuse.

The 'ripple effect' of domestic abuse



Impact on victims (may be more than one):

RISK OF HOMICIDE

A woman is killed by a current or ex-partner every 3 days in the UK. 40 in 10,000 are believed to be at risk of death or very serious injury from domestic abuse (In Kirklees, approx. 862 people).

RISK OF SUICIDE

Almost a quarter of Refuge's clients felt suicidal. Domestic abuse is believed to contribute to over a third of women's suicides.

MENTAL HEALTH

Over 70% of victims report clinical levels of psychological distress, with more than three quarters (77%) of victims suffering PTSD in addition to high levels of depression and anxiety.

RISK OF DESTITUTION

Fear of destitution cited as #1 reason victims chose not to leave abusive relationships. Research indicates that leaving an abusive partner costs around £10,080. Post-separation abuse, particularly through family courts, can be astronomical.

HOUSING

One in three survivors of abuse said they had to give up their home because of the abuse they had experienced. 32% of homeless women said domestic abuse contributed to their homelessness.

A third of perpetrators have three or more of the following needs:

- 28%** alcohol misuse
- 27%** employment difficulties
- 27%** housing
- 23%** mental health
- 18%** relationship issues with children
- 18%** difficulties with parenting
- 18%** relationship issues with family members
- 17%** drugs substance misuse
- 16%** financial difficulties
- 14%** social and community ties
- 11%** poor physical health
- 2.2%** other addictions

Impact on children:

- One in five children experience domestic abuse growing up.
- Risk of serious harm - domestic abuse has been identified by the NPSCC^[viii], Ofsted^[ix] and the Department for Education^[x] as the most common characteristic of situations where children are at risk of serious harm.
- Risk of other forms of abuse - a third of children affected by domestic abuse also experience other forms of abuse^[xi]. Recent research also highlights the link between parental domestic abuse and exploitation (including sexual, criminal and for the purposes of violent extremism)^[xii].
- The impact of 'witnessing' domestic abuse on children^[xiii] has been linked to:
 - direct physical harm,
 - greater behavioural and emotional problems, neurological differences^[xiv], more disordered attachments^[xv] and learning problems^[xvi];
 - risk of poor mental health, school absence and additional academic support needs, youth offending, criminality and addiction issues^[xvii].
- More recent research highlights similar impacts from non-physical forms of domestic abuse on children, and there is an increasing professional recognition of the ongoing, cumulative impact of coercive control

Impact on communities

- Housing e.g. possible increase in the number of rent arrears, vacant properties, pressure on local housing authorities for re-housing
- Increase in homelessness e.g. increase in homelessness applications, more rough sleepers and people seeking emergency accommodation
- Poor mental & physical health may contribute to a community's poor health status
- Education e.g. underachievement, absenteeism
- Safety of women and children e.g. at work, at school, in public & at contact centres
- Neighbourhoods e.g. sights and sounds, resident turnover, poverty, breaking up of extended family and/or community groups
- Anti-social behaviour e.g. criminal damage, substance misuse, violent crime, increase in children and young people loitering, at risk of exploitation
- Local business and employment e.g. unemployment, high job turnover, absenteeism, anti-social behaviour such as vandalism and theft
- Increased pressure on local agencies for support such as Criminal justice, social care, Housing, Health and the Voluntary Sector

SHARED VISION FOR KIRKLEES

Our vision for Kirklees is to have a range of services that are accessible and available to anyone who may need them, working together around individuals, families and communities to prevent, respond to and repair the damage caused by domestic abuse.

STRATEGIC AIMS

Our local Domestic Abuse Partnership, which includes voluntary and community services, local council services, health organisations, education settings, housing providers and agencies from the Criminal Justice System, will coordinate the broadest possible response to domestic abuse – from prevention and early intervention to dealing with crisis and long-term recovery and safety, working to keep survivors and their families safe and challenge abusers to change their behaviour.

RESPONDING TO VOICES OF LIVED EXPERIENCE:

The Partnership will provide a range of opportunities for people with lived experience to share their stories with us, and develop a feedback loop so that victims and survivors can be informed about what services have done in response.

Victims, survivors and others with lived experience of domestic abuse are our most valuable source of information and insight to the support people need to help them recover from abuse.

Recognising that speaking about personal experiences of abuse can be traumatic, we will invite victims and survivors to participate in our collective response to domestic abuse in a way that feels right for them.

We will also seek feedback from perpetrators of domestic abuse, including those who have successfully completed programmes to change their behaviour, about the attitudes and personal experiences that may underpin their abusive behaviour, and what has helped them to change their behaviour.

We know that many of our employees have lived experience of domestic abuse, as do many people who live in our communities. Whether or not individuals wish to share their personal experiences with us, we know that their lived experience of domestic abuse will shape their interactions with our services. We also recognise that people are not single issues, and that everyone has unique experiences, so hearing a diversity of voices will provide the best opportunity for us to engage people in the support they need to recover from abuse.

INTELLIGENCE:

The Partnership will continue to build a robust evidence base to inform decision making.

We use a range of mechanisms to gather evidence and intelligence about our communities, our services, and what works in other areas that may usefully be applied in Kirklees. These mechanisms include data, domestic homicide reviews and other multi-agency case reviews, multi-agency audits and research from local, regional, national and international sources.

Using intelligence from a variety of sources, in addition to the stories of local victims and survivors, we have a variety of evidence to guide how we allocate resources.

Drawing intelligence from a variety of sources helps us to understand:

- the prevalence of domestic abuse in our communities;
- how our various geographical communities and/or communities of identity report their experiences of domestic abuse;
- the needs of victims and survivors (including children) and issues that perpetrators may need support with; and
- the impact of domestic abuse on local services, and how successful local services are in engaging people affected by domestic abuse in support.

SUPPORTING OUR WORKFORCE:

The Partnership will provide a range of opportunities for learning, development and support to establish a workforce with the skills, knowledge, and systems needed to respond effectively to domestic abuse.

Through our Partnership and ongoing work with communities, we have a significant workforce committed to supporting people affected by domestic abuse.

Our Partner organisations have their own workforce development commitments that support their employees to develop the skills, knowledge and experience they need to excel in their roles. Many partners also have their own policies for supporting staff that may be experiencing domestic abuse and provide pastoral care for staff that may have experienced trauma.

As a Domestic Abuse Partnership, are committed to providing a range of opportunities for learning, including skills-based training, regular briefings and knowledge exchange, and work with all partners to provide support for staff that are affected by domestic abuse, whether through personal experience or the impact of supporting people in the community.

SPECIALIST SERVICES:

The Partnership will support specialist services to be innovative, adequately resourced and embedded across the local community.

Kirklees benefits from well-established and experienced specialist services for victims/survivors and perpetrators, including adults, children, and young people. The Partnership will continue to support specialist services to work together around individuals and whole families, recognising the whole of their experiences, responding in a non-judgemental and trauma informed way, and be accessible and available to anyone who might need them.

Pennine Domestic Abuse Partnership provides refuges, a crisis intervention service and community-based services. This benefits victims and survivors through not requiring them to move between services according to risk.

WomenCentre has expertise in responding to the needs of women facing multiple disadvantage, including mental health needs.

Yorkshire Children's Centre delivers behaviour change perpetrator programmes, supporting the to respond safely and appropriately to those who harm.

Connect Housing provide a refuge and dispersed accommodation, forming an important part of the partnership response.

There are domestic abuse specialists providing a response from within a range of settings, including Children's Social Care, Adult Social Care and health settings, as well as community engagements specialists located within the Council's Domestic Abuse Team.

WORKING WITH OUR COMMUNITIES:

The Partnership will support communities of geography, identity, online spaces and businesses/employers to understand the risks posed by those who abuse and their role in protecting the safety and wellbeing of those at risk.

Many people who experience domestic abuse may turn to their families, friends and wider community for support before they approach local services. Some people in our communities, in turn, may feel ill-equipped to support victims and survivors to achieve safety and wellbeing, and to help perpetrators access support to change their behaviour.

We will also continue to work with local community leaders and representatives to understand the local picture of domestic abuse, barriers to accessing services and what more is needed to keep victims, survivors and their families safe and hold abusers to account for their behaviour.

PARTNERSHIP COMMITMENT

All partners are committed to working internally and in partnership to respond to domestic abuse.

Our Partnership recognises that no one agency can effectively deal with domestic abuse on its own; it requires a coordinated effort by all agencies in our local community. Many of our Partnership agencies are not domestic abuse specific and provide services that need to be accessible for and responsive to whole communities. To help us work together to make victims, survivors and their children safe, and hold perpetrators to account, partner agencies have agreed to:

- Collate and share feedback from local people about their experiences of domestic abuse and local services;
- Provide domestic abuse training to support our employees to respond appropriately to people who report domestic abuse, including arrangements for routine and/or targeted enquiry as appropriate;
- Implement a domestic abuse policy and procedure/guidance for employees that explains how staff will respond to people who report domestic abuse;
- Implement a domestic abuse policy and procedure/guidance for how the organisation will respond to employees who are victims/survivors, or perpetrators, of domestic abuse;
- Gather and collate appropriate data that can be shared with the Partnership to highlight the demand For the Domestic Abuse Partnership; and
- provide appropriate resources to enable services to be commissioned, training to be delivered and multi-agency working arrangements to operate effectively.

PRINCIPLES THAT UNDERPIN OUR WORK

In developing this strategy we have drawn on the expertise of two nationally recognised frameworks for responding to domestic abuse: the Whole Picture Approach championed by SafeLives; and the Coordinated Community Response pioneered by Standing Together Against Domestic Abuse.

Our approach to domestic abuse is simple:

Our whole system, including the third sector, health organisations, housing providers, social care and the Criminal Justice System, works in a consistent and coordinated way to:

- See and respond to the whole person, whether that be victims and survivors (including children), perpetrators or others affected by domestic abuse
- Work with the whole family to minimise the harm caused by perpetrators and build resilience
- Work with the whole community to minimise the harm caused by perpetrators and support victims and survivors to live the lives they want; and
- Influence the whole society through the media, politicians, employers, key opinion formers and commentators by challenging victim blaming and damaging gender stereotypes.

WORKING WITH THE WHOLE PERSON

We recognise that people are not single issues and our services aim to respond to the whole person. In this context, the complexity of domestic abuse, and how it links to other adverse experiences, are explored and understood.

Harmful behaviour is addressed by proactively identifying all motivating factors and consequences (such as different types of violence and abuse and other criminality); and the services offered to people proactively check that all risks have been addressed, not just the initial presenting issue.

INTERSECTIONALITY

Our services aim to be responsive to minoritized protected characteristics, taking account of intersecting inequalities and factors that impact on a person's experience of abuse and access to support services.

Taking an intersectional approach allows us to recognise that a person's identities and social positions are uniquely shaped by several factors simultaneously, which could include among others, race, ethnicity, sexuality, gender identity, disability, age, class, immigration status, caste, nationality and faith.

RECOGNISING THE IMPACT OF TRAUMA

The Domestic Abuse Partnership is part of a broader partnership committed to working from a 'trauma-informed' perspective – understanding the impact of trauma on those needing support; how people who have experienced trauma may present to services; and how services can respond appropriately and effectively, with compassion and empathy, building collaborative relationships between professionals and people accessing services.

WORKING WITH WHOLE FAMILIES

Kirklees is committed to a Whole Family Approach that improves a family's resilience and outcomes or reduces the chance of a problem getting worse. In the context of domestic abuse, a Whole Family Approach works with families to strengthen protective factors for those at risk of abusing or being abused; appropriately assess the risk that perpetrators pose to all family members; and to enhance the safety and wellbeing of victims, survivors, children and perpetrators.

Kirklees is working with [Safe and Together](#) to improve the way we engage with families affected by domestic abuse. By working with adults and children harmed by a perpetrator's behaviours, and recognising the efforts that non-abusing parents are already making to keep themselves and their children safe, we hope to encourage more families to engage with support and be open about their daily lived experiences. Through this approach we also seek to encourage consistent, positive and meaningful change in perpetrators, given their ongoing role as parents.

WORKING WITH WHOLE COMMUNITIES

Kirklees recognises the unique identities of local places, their strengths and aspirations. Across the district, our Partners have established a variety of arrangements to respond to local communities, including Place Partnerships, Primary Care Networks and Local Neighbourhood Policing teams.

These arrangements have been established to tailor services to respond to the needs of local populations, recognising that our communities are best placed to know their own strengths and challenges. By bringing local services closer to people and putting communities and their representatives at the heart of our response, we aim to achieve the best outcomes for individuals and communities in a way that is appropriate for them.

INFLUENCE THE WHOLE SOCIETY

The Domestic Abuse Partnership is well connected to local, regional and national networks that can shape opinions and drive change on issues of national significance, including the types of services that are available, how they can be more accessible to a broader range of people and what arrangements we have in place for commissioning. Domestic abuse is a key priority for the Kirklees Communities Board and linked to ongoing work in the Kirklees Safeguarding Adults Board, Health and Wellbeing Board and Safeguarding Children Partnership. The Partnership is also linked in with:

- West Yorkshire Domestic Abuse and Sexual Abuse Board
- West Yorkshire Health and Care Partnership
- Standing Together Against Domestic Abuse
- Safe Lives
- Women's Aid Federation
- Domestic Abuse Housing Alliance
- Safe and Together
- For Baby's Sake

RECOGNISING DOMESTIC ABUSE AS A FORM OF VIOLENCE AGAINST WOMEN AND GIRLS

Anyone can be a perpetrator or victim of domestic abuse, from every possible segment of society.

Traditional approaches to domestic abuse, which either frame domestic abuse as a form of violence against women and girls, or try to remain gender neutral, may not adequately recognise the experiences of our lesbian, gay, bisexual and trans communities.

In domestic abuse situations, women are more likely to be victims and men perpetrators. This is represented within British Crime Survey findings¹, Domestic Homicide Reviews² and throughout academic research³. Women are more likely to be victims of repeated patterns of controlling and coercive control, experience higher levels of fear and are significantly more likely to be killed by their partners or former partners than men.⁴ The domestic abuse women face is more frequent, more extensive, and tied to broader social and structural barriers.

The Domestic Abuse Partnership recognises domestic abuse as a form of violence against women and girls, that is, ‘violence that is directed against a woman because she is a woman or that affects women disproportionately’⁵. The focus on violence against women and girls does not detract from abuse that men also face, whether from other men or from women, or exclude from this dialogue and model other forms of abuse such as abuse in wider family contexts, and child to parent abuse.

We also recognise that lesbian women, gay men and bisexual people experience similar or higher levels of domestic abuse when compared with heterosexual women; and that prevalence rates of domestic abuse may be higher for transgender people than any other section of the population⁶. Research also suggests that men and women with physical impairments are at much higher risk of domestic abuse⁷.

Kirklees Partnership therefore commits to taking a differentiated approach to domestic abuse that recognises the different experiences of victims/survivors according to their gender, race/ethnicity, class, and sexual orientation, including where these characteristics intersect; and recognising that these are not homogenous groups. A ‘one size fits all’ approach is not appropriate.

¹ [ONS, Domestic abuse victim characteristics, England and Wales: year ending March 2019](#)

² Bear Montique, Standing Together, [London Domestic Homicide Review \(DHR\) Case Analysis and Review of Local Authorities DHR Process](#)

³ Walby, S and Towers, J, Untangling the concept of coercive control: Theorizing domestic violent crime, 2018

⁴ https://www.womensaid.org.uk/wp-content/uploads/2015/12/successful_commissioning_guide.pdf

⁵ CEDAW 1992

⁶ [LGBT-Commissioning-Guidance-final-2.pdf\(galop.org.uk\)](#)

⁷ Drill Toolkit: Tackling Violence Against Disabled Women and Girls. <https://avaproject.org.uk/types/policy/>

OUTCOMES

Kirklees Domestic Abuse Partnership uses the [Outcomes Star](#) to measure how people in our communities are affected by the work our local services do. The Outcomes Star provides an effective way of putting our person-centred, strengths-based and co-production approaches into practice:

- Taking a person-centred approach, the Star is designed to be used in partnership with service users, informed by their perspectives and priorities;
- As a strengths-based framework, the Outcome Star includes a holistic assessment that focuses on aspects of life that are going well in addition to areas of difficulty; and
- As a form of co-production, the service user is seen as an active agent in their own life and a valuable source of expertise and knowledge rather than a passive recipient of services delivered by a professional.

Outcomes Stars are designed to demonstrate the impact of frontline services and provide data to offer insight into what services are achieving, early warning signs when services are under pressure and highlights good practice that may be replicated elsewhere.

The Stars that are most relevant to our work include:

- Change Star for perpetrators
- Empowerment for victims and survivors:
- My Star for children and young people

STRATEGIC OUTCOMES

Over the course of this Strategy, the Partnership will be working towards creating a sustainable system to coordinate the broadest possible response to domestic abuse – from prevention and early intervention to dealing with crisis and long-term recovery and safety, working to keep survivors and their families safe and challenge abusers to change their behaviour.

To measure our progress, the Partnership will review and continuously improve the:

- range of quality interventions that are available to support:
 - victims and survivors of domestic abuse (including children) to be safe and well;
 - perpetrators of domestic abuse to change their behaviour;
 - early intervention and prevention of domestic abuse;
- sustainability of services to support victims, survivors and perpetrators, facilitating sufficient resources to meet demand;
- accessibility of services, so victims, survivors and perpetrators with a range of needs and protected characteristics can engage with the support they need;
- effectiveness of local multi-agency working arrangements; and awareness of local services, so people living and working in our communities know where to access support.

PRIORITY ONE: WHOLE FAMILY APPROACH TO DOMESTIC ABUSE

Our Domestic Abuse Strategy reflects the Early Help vision for working with the whole family (provided as Annexe C):

SCOPE

The Partnership has identified four strands to supporting whole families where there is a perpetrator of domestic abuse:

- Supporting children and young people that have been affected by parental domestic abuse;
- Supporting young people that are victims or survivors of domestic abuse in their own relationships;
- Supporting young people that perpetrate abuse against other people, whether in intimate partner relationships or against family members; and
- Direct, preventative work with children and young people to support the development of healthy relationships.

KEY ACTIVITIES

- Increase the range of effective interventions to support children and young people affected by parental domestic abuse; that are victims or survivors of domestic abuse in their own relationships; that perpetrate abuse against other people, whether in intimate partner relationships or against family members; and that is being done on a more preventative level to support the development of healthy relationships.
- support the workforce, through training and other development opportunities, to identify, assess the needs of and respond appropriately to children and young people affected by domestic abuse;
- identify emerging programmes from other areas that have led to good outcomes for children and young people affected by domestic abuse; and
- develop community engagement activities that support children and young people to access the support they need.

PRIORITY TWO: SUPPORTING PERPETRATORS TO CHANGE BEHAVIOUR

Learning from national initiatives like the [Drive project](#), which advocates for changes so that perpetrators posing all levels of risk can no longer get away with abusive behaviour and can access the help they need to stop, the Domestic Abuse Partnership is committing to increasing the support available to support perpetrators to change their behaviour. This support will sit alongside comprehensive services for all victims and survivors.

SCOPE

Our work with perpetrators will focus initially on perpetrators of domestic abuse that have come forward seeking help; or been identified by professionals as needing some support. We will consider perpetrators posing all levels of risk.

This work will link closely with the following identified priorities:

- Whole Family Approach to domestic abuse – who will lead on early intervention and prevention work with young people;
- Multi-Agency Working Arrangements – who will consider the approach taken in some other areas to establish multi-agency working arrangements specifically targeting perpetrator interventions.

KEY ACTIVITIES

The Kirklees Domestic Abuse Partnership will establish a working group to:

- increase the range of effective interventions to support perpetrators to change their behaviour;
- improve access for this group to existing services that may meet their needs, including mental health and wellbeing;
- support the workforce, through training and other development opportunities, to engage with perpetrators and provide constructive challenge to their abusive behaviour;
- identify emerging programmes from other areas that have led to good outcomes in a broader range of relationships and across different demographics;
- consider opportunities for co-production of interventions, particularly for lower risk level interventions; and
- develop community engagement activities that support perpetrators to access the support they need.

PRIORITY THREE: PARTNERSHIP RESPONSE TO VICTIMS WITH MULTIPLE NEEDS AND/OR PROTECTED CHARACTERISTICS

Many people experiencing domestic abuse have a wide range of other support needs, some of which will be as a result of the abuse they have experienced, or exacerbated by the abuse.

Research indicates that some victims may be less recognisable when they approach services for support, particularly those with high levels of need related to mental health, substance misuse, engagement in criminal activity and/or known for perpetrating violence and abuse against others.⁸ Similarly, services face barriers in identifying and responding appropriately to some victims and survivors in our communities⁹, particularly those with protected characteristics.

SCOPE

As a Partnership we want to respond to the interconnected experiences victims and survivors face when experiencing violence and abuse in addition to:

- mental health problems;
- problematic substance use;
- offending behaviour;
- insecure housing;
- destitution;
- disability, learning difficulty and health needs; and
- insecure immigration status.

Given the intersections between these experiences and protected characteristics, the Partnership will consider these together in consideration of the whole person.

This work will link closely with the following identified priorities:

- Supporting victims to maintain or access safe and stable housing; and
- Multi-Agency Working Arrangements.

KEY ACTIVITIES

The Kirklees Domestic Abuse Partnership will establish a working group to:

- increase the range of effective interventions to support victims and survivors with multiple needs and/or protected characteristics;
- improve access for this group to existing services that may meet their needs, including mental health and wellbeing;
- support the workforce to identify, assess the needs of and respond appropriately to victims with multiple needs and/or protected characteristics;
- identify emerging programmes from other areas that have led to good outcomes in addressing multiple needs and across different demographics;
- consider opportunities for co-production of services; and
- develop community engagement activities that support victims and survivors with multiple needs and/or protected characteristics to access the support they need.

⁸ [Cry for Health full report.pdf\(safelives.org.uk\)](https://www.safe-lives.org.uk/wp-content/uploads/2018/07/Cry-for-Health-full-report.pdf)

⁹ Helpfully brought to light by organisations such as IMKAAN and Mankind

PRIORITY FOUR: SUPPORTING VICTIMS TO MAINTAIN OR ACCESS SAFE AND STABLE HOUSING

Home can be the most dangerous place for victims and survivors of domestic abuse. There are concerted efforts in both our housing and domestic sectors to support victims and survivors to access safe and stable housing, but these efforts could be better connected to address the range of housing needs for those experiencing domestic abuse, regardless of their tenure type, to achieve stable housing, live safely and overcome their experiences of abuse, including where perpetrators can be responded to and held accountable to improve victim/survivor safety.

SCOPE

In addressing the housing needs of all victims and survivors of domestic abuse, we will work towards the [Whole Housing Approach](#) which considers all tenure types (social, private rented and private ownership) and temporary accommodation settings (refuge services, supported accommodation) alongside housing options and support initiatives needed to help people experiencing domestic abuse to either maintain or access safe and stable housing. This priority also incorporates our statutory duty to support victims of domestic abuse, and their children, in safe accommodation.

This priority connects with all other priorities, as insecure or unsafe accommodation can be a barrier to accessing support for victims and survivors, including children, and perpetrators of domestic abuse.

KEY ACTIVITIES

The Kirklees Domestic Abuse Partnership will establish a working group to:

- map the available support for victims and survivors across housing and domestic abuse services, and consider ways to improve access for this group to existing services that may meet their needs;
- support the workforce, through training and other development opportunities, to identify, assess the needs of and respond appropriately to victims and survivors;
- identify emerging programmes from other areas that have led to good outcomes in addressing multiple needs and across different demographics; and
- develop community engagement activities that support victims and survivors with multiple needs and/or protected characteristics to access the support they need.

PRIORITY FIVE: MULTI-AGENCY WORKING ARRANGEMENTS

The Domestic Abuse Partnership has developed a number of processes to support professionals from different agencies to share information, assess risk and increase safety for victims and survivors (including children).

SCOPE

Our Multi-Agency Working Arrangements incorporate all partnership arrangements to respond to domestic abuse, including our Daily Risk Assessment Management Meeting, Multi-Agency Risk Assessment Conferences, Standards Screening and Operation Encompass notification process.

Activities will link closely with all other identified priority areas to ensure that our multi-agency working arrangements:

- Support perpetrators to change their behaviour;
- Respond appropriately to victims with multiple needs and/or protected characteristics;
- Support whole families affected by domestic abuse; and
- Support victims to maintain or access safe and suitable housing.

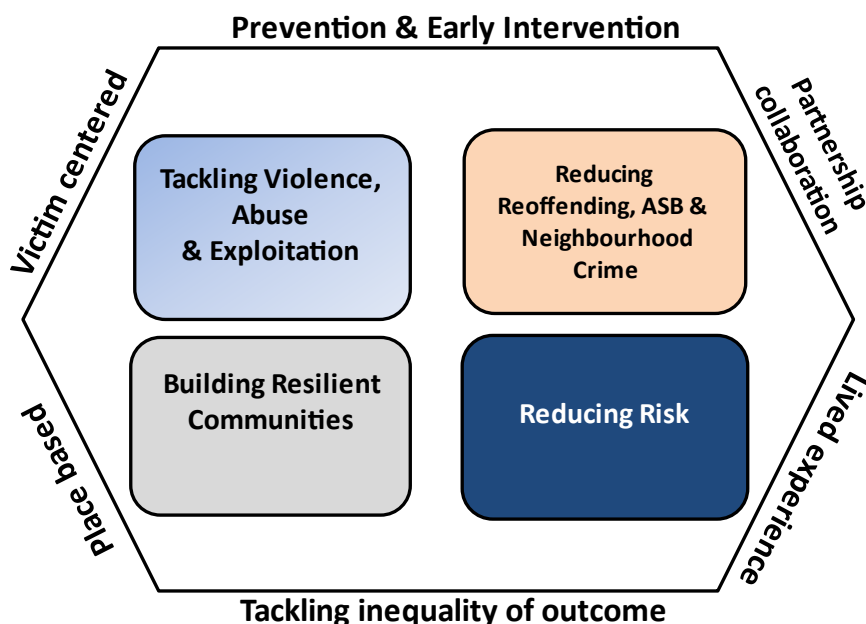
KEY ACTIVITIES

- Implementing new systems to provide better data and more streamlined information sharing between partners;
- Supporting partners to provide adequate resources to participate in multi-agency processes;
- Develop a process to conduct multi-agency audits of cases that are discussed through the Daily Risk Assessment Management Meetings and Multi-Agency Risk Assessment Conferences to consider practice issues and explore themes identified by the Partnership;
- Develop a process to conduct multi-agency case reviews in a variety of contexts, such as suicides or sudden unexplained deaths that feature a history of domestic abuse; near misses; and/or case examples of good practice; and
- Establish mechanisms for continuous improvement of our multi-agency arrangements through responding to learning that emerges from feedback from people with lived experience, partnership feedback, data and learning from case reviews and audit.

DOMESTIC ABUSE AS A PRIORITY FOR THE KIRKLEES COMMUNITIES BOARD

Further detail to be provided in this section as the Communities Plan is drafted.

PROPOSED STRATEGIC OBJECTIVES 2022-2025



The Kirklees Domestic Abuse Partnership is an umbrella term for all multi-agency partnership groups that work together to have a range of services that are accessible and available to anyone who may need them, working together around individuals, families and communities to prevent, respond to and repair the damage caused by domestic abuse.

The Kirklees Domestic Abuse Partnership incorporates the:

- Domestic Abuse Strategic Partnership, which drives progress against this strategy;
- A commissioning group, which meets twice a year to discuss budget priorities and commissioning arrangements;
- Priority Working Groups:
 - Whole Family Approach to domestic abuse
 - Supporting perpetrators to change their behaviour
 - Partnership response to victims with multiple needs
 - Supporting victims to maintain or access safe and stable housing
 - Multi-Agency Safety Planning Arrangements

- Domestic Abuse Network, which encourages practitioners working at an operational level to meet and discuss practice, trends, and changes
- Specialist services operational group, led by the voluntary sector: to enable a safe space for discussing service provision and provide a collective voice at the DASP.

Each partnership group has distinct terms of reference with clearly articulated reporting arrangements.

COMMISSIONING ARRANGEMENTS

A specific commissioning group will be established to develop pooled budgets and determine priorities for resource allocation. This group will also explore opportunities to support the development of coproduced services.

This group will ensure that all commissioned services are working towards consistent outcomes and meet standards established by sector specialist (including Safelives and WomensAid) and refer to specialist commissioning advice produced by organisations representing victims and survivors with protected characteristics (such as GALOP).

MONITORING PERFORMANCE

The Partnership will establish arrangements to monitor progress against this strategy through a combination of:

- Monitoring outcomes in commissioned services;
- Data from a variety of partnership sources, including police, provider services, social care and housing; and
- Feedback from people with lived experience, community representatives and staff.

It is envisaged that the Domestic Abuse Strategic Partnership will monitor performance on a quarterly basis and publish an annual summary, providing an opportunity to refresh the priorities identified in this strategy to respond to emerging themes.

OPPORTUNITIES FOR LEARNING

DOMESTIC HOMICIDE REVIEWS

The Domestic Abuse Partnership will disseminate the learning from Domestic Homicide Reviews as widely as possible through a combination of training, briefing notes and participation in regional events. The Partnership is also committed to learning activities 12 months after the publication of Domestic Homicide Review reports to consider how the learning has changed practice across the Partnership.

MULTI-AGENCY CASE REVIEW AND AUDIT

This Strategy has identified activities for the Multi-Agency Working Arrangements Group to explore options for conducting multi-agency case reviews and audits. The Partnership will disseminate the learning from these processes as widely as possible and reflect the findings of these activities in training and development activity.

ANNEXE A: ACHIEVEMENTS UNDER THE 2019-2021 STRATEGY

The Kirklees vision for the 2019-2021 Domestic Abuse Strategy was: 'For everyone to understand their responsibility and contribute to tackling domestic abuse in Kirklees.'

This gave us the impetus to work far more with our communities, elected members, schools, health providers, businesses and voluntary sector services to raise awareness of domestic abuse, increase confidence for people to report domestic abuse to local services and to instil confidence in our workforce to respond when a report is made. Our work with community leaders, voluntary sector services and local partners showed that local people wanted to strengthen our support for children and young people affected by domestic abuse, so this has also been a focus of our ongoing work in 2019-2021. Further details are provided in the sections below.

It is also important to note that, during the 2019-2021 Strategy, there were a number of opportunities and challenges to deliver the work that we set out to achieve in 2019. Specifically:

- Record levels of investment in domestic abuse services and our partnership response;
- The introduction of a statutory duty to support victims of domestic abuse, and their children, in safe accommodation (with supporting funding); and
- The impact of Covid-19 and associated restrictions.

INVESTMENT ACROSS THE PARTNERSHIP

2019

- Kirklees Domestic Abuse Partnership secured funding for commissioning an Independent Domestic Abuse Adviser service.
- Kirklees Place Partnerships identified domestic abuse as a key priority and allocated £400,000 to tackle domestic abuse.
- Through funding available through the (then) Ministry of Housing, Communities and Local Government, West Yorkshire secured funding for advanced practitioners to be based within refuge.

2020

- Additional resources were provided to the Independent Domestic Abuse Adviser service to support the increasingly complexity of cases being managed by the services as a result of Covid-19 and associated restrictions.
- Local providers were able to access resources to support their transition to Covid Safe services

2021

- The (then) Ministry for Housing, Communities and Local Government allocated £918,922 to support Kirklees to meet new statutory obligations to support victims of domestic abuse, and their children, in safe accommodation.

- Through funding available through the Department for Justice:
 - Pennine Domestic Abuse Partnership successfully secured funding for two additional Independent Domestic Abuse Advisers to work specifically with children and young people and male victims
 - Mid Yorkshire Hospitals Trust secured funding to recruit an Independent Domestic Violence Advisor
- Through funding available through the Home Office:
 - Domestic Abuse Perpetrator Programme secured funding to deliver the Recognise, Reflect and Change programme for medium risk perpetrators of domestic abuse
 - Kirklees Council secured funding to deliver a perpetrator intervention for fathers.

WIDENING THE RESPONSE TO DOMESTIC ABUSE

Our Whole Picture Approach provides for a wider response to domestic abuse, encouraging geographical communities, online spaces and employers/businesses to recognise domestic abuse, the risks posed by those who abuse and the role of local communities in protecting people at risk of harm.

In Kirklees, this approach provided an opportunity to work far more with our communities, elected members, schools, health providers, businesses and voluntary sector services to raise awareness of domestic abuse, increase confidence for people to report and instil confidence in our local workforce to respond when a disclosure may be made.

The Place Partnership investment in tackling domestic abuse enabled Kirklees to employ staff that could work alongside local communities to reduce barriers to engaging in existing support and to develop innovative new ways of supporting victims, survivors and their children to keep safe and recover from abuse; and hold perpetrators to account for the harm they cause. These staff started their roles in October 2021 and their work will be instrumental in driving the work of the 2022-2027 Domestic Abuse Strategy forward.

SUPPORTING VICTIMS OF DOMESTIC ABUSE, AND THEIR CHILDREN, IN SAFE ACCOMMODATION

In 2021 the Domestic Abuse Act introduced a new statutory duty for local authorities to establish arrangements to support victims of domestic abuse, and their children, in safe accommodation. Funding was provided by the (then) Ministry of Housing, Communities and Local Government to support local areas to implement the new duty. Key programmes funded through this investment are summarised below.

WHOLE FAMILY SUPPORT

The investment of funding to support the new duty provided an opportunity to strengthen our provision of services and support for children and young people affected by domestic abuse, specifically children and young people workers based within refuge; targeted family support for families recovering from domestic abuse; and commissioning a new therapeutic support service for children and young people affected by domestic abuse.

SUPPORTING VICTIMS AND SURVIVORS WITH COMPLEX NEEDS

The investment of funding by the (then) Ministry of Housing, Communities and Local Government provided an opportunity to strengthen our provision of services and support for victims and survivors with complex needs, specifically:

- Advanced practitioner roles based within refuge (12 months funding 2019-2020);
- Complex needs workers based within refuge (2021 onwards);

SUPPORTING VICTIMS AND SURVIVORS DURING COVID

From the start of restrictions introduced as a result of Covid-19, the Domestic Abuse Strategic Partnership recognised that the circumstances created by lockdown would present unique challenges, and potentially increase risks for those experiencing domestic abuse. The Domestic Abuse Strategic Partnership responded quickly, coordinating the following actions in response to the national restrictions:

- Providing regular supplies of PPE and supporting refuge and accommodation-based services to operate safely and in line with social distancing requirements
- Making arrangements for staff (including those in provider services) to have the technology and support to be able to work from home to continue to provide virtual support and risk management for victims and families
- The Domestic Abuse Workers within Adults and Children's Social Care were supported to do crisis face to face work safely (such as meet in a socially distanced way to be able to physically check immigration documents or provide food parcels)
- The fortnightly Multi-Agency Risk Assessment Conference meetings for assessing risk and safety planning high risk cases of domestic abuse was moved to a virtual meeting
- The Daily Risk Assessment Management Meeting continued as a virtual meeting that could be accessed online
- Data on domestic abuse reports and the engagement with local services was monitored on a weekly basis, enabling the Partnership to monitor the impact of Covid-19 on our communities and local services
- All partners heavily promoted local services available, as well as rolling out the national campaign messages
- Frequent meetings were held regionally and through the Office of the Police and Crime Commissioner's office to ensure that any risks around volume or service delivery could be acted on. Kirklees also linked in with the Local Government Association and the Domestic Abuse Commissioner's office to ensure any national best practice could be considered
- Specific Covid-19/Domestic Abuse training was rolled out across the Partnership, with a focus on the Community Response Teams, within Health settings and across testing and vaccination sites.
- A specific campaign targeting the risk of domestic abuse amongst our older population was rolled out in June 2021, to coincide with the International Day for Elder Abuse and the easing of Covid-19 restrictions. The campaign was supported by information and training to a range of settings, including health settings, charity shops, faith institutions and cafes.

MONITORING

From the introduction of lockdown restrictions week commencing 23rd March 2020, weekly monitoring was set up from a range of sources to enable analysis to take place and identify any trends or key areas of concern. The data suggested that referrals across the partnership remained stable over the lockdown period, with only a 4% increase on police call outs over a 12 month period. As there is usually a gradual year on year increase reported, this could not be directly attributed to Covid-19. The most significant increase was in with Pennine Domestic Abuse Partnership's Independent Domestic Abuse Advisor Service, who had to hold cases for longer than normal due to their complexity and delays within the criminal justice system. The Domestic Abuse Strategic Partnership agreed to fund additional staffing to address the increased pressure on the service.

WORKFORCE DEVELOPMENT

During 2019-2020, the Domestic Abuse Strategic Partnership delivered a range of multi-agency training on domestic abuse, coercive controlling behaviour, the impact on children and our local multi-agency risk assessment processes. As classroom based courses, many were ceased as Covid-19 restrictions were introduced, and there was a shift in emphasis to provide domestic abuse awareness training to our community response teams.

In 2021 the Domestic Abuse Strategic Partnership introduce the Safe and Together approach to engaging with families affected by domestic abuse in Kirklees. Safe and Together provides skills-based training and tools for practitioners working with families to increase accountability for perpetrators as parents, reduce victim-blaming and ultimately improve outcomes for children and families.

Safe and Together Core Training was delivered to 40 professionals across the partnership, including children's social care and early help services; health services; and in the voluntary sector. An overview day was also delivered to an audience of 64 people across the Partnership.

ANNEXE C: PROCESS FOR 2022-2027 STRATEGY DEVELOPMENT

Since 2019, Kirklees has been working towards the [Whole Picture Approach](#) championed by SafeLives, which recognises that domestic abuse is never all of someone's experiences or situation and sets out a framework for working with the whole person, the whole family, the whole community and whole society to end domestic abuse, for good. Through the Whole Picture Approach, the Kirklees Domestic Abuse Partnership has attracted significant investment and commissioned a range of interventions to support our work across individuals, families and communities.

In 2021 the Domestic Abuse Strategic Partnership undertook a needs assessment to inform the development of our approach to meeting the new statutory obligations to support victims of domestic abuse, and their children, in safe accommodation. The needs assessment, which included feedback from victims and survivors, indicated that our Partnership continues to face barriers with working together to engage some victims and survivors in support.

The Domestic Abuse Strategic Partnership agreed that the 2019-2021 strategy provides a good framework as it has resources around victim, family and the community and that the Partnership would not want to move away from this approach. However, it needs to also include the system as a whole and how it is able to respond as a partnership to aid victims to navigate their way through the various agencies that they need to contact for support regarding domestic abuse. With this in mind, Kirklees commissioned Standing Together Against Domestic Abuse, who have pioneered the [Coordinated Community Response](#) to support organisations to work in partnership in identifying and responding effectively to domestic abuse. These agencies include the police, criminal justice partners, housing associations, local authorities, social services, healthcare workers, faith communities and charities.

Standing Together supported Kirklees by:

- Mapping provision and responses across the partnership: specialist domestic abuse/violence against women & girls' services; non-specialist community/voluntary sector services working with people subject to/perpetrating abuse; statutory and universal services;
- Gathering information on delivery, partnership working, commissioning through surveys, meetings, and desktop review. Informed by the Coordinated Community Response (In Search of Excellence) and Whole Housing Approach;
- Gathering examples of 'what works' nationally and from research to inform views on current local provision and responses, and how gaps can be addressed;
- From information collected in mapping exercise and consultations, benchmark Kirklees against the Coordinated Community Response (In Search of Excellence) and the Whole Housing Approach; make recommendations;
- Conducted workshops with Strategic Leads to present findings, gain consensus, identify strategic priorities; and
- Supporting with the development of the new strategy, the Partnership structure for responding to domestic abuse and the vision that Kirklees Domestic Abuse Partnership could work towards for 2022-2027.

ANNEXE D: KIRKLEES EARLY HELP VISION

1. I trust the professionals working with me and my family – they understand us better

2. We only tell our story once. I get offered help much earlier now and everyone works together. There is someone in my life listening to and caring for me and my family, and appreciating our strengths

3. I set the outcomes in my family plan with my lead worker. I know how to improve our lives, navigate the system and get support if there are problems. Improving outcomes make a difference to our lives

4. When things get tough, I know the relationships I have with my friends and community will help me

1. Local leaders trust each and share responsibility to improve all outcomes for the place and population across the life course, with evidence and quality assurance of collective impact

2. Trust is underpinned by governance with shared responsibilities, e.g. Combined Authority, Public Service Board, Alliances

3. Local coordination of the family support system ensures needs are met, often matchmaking between demand and local resources and assets

4. There is an ambitious strategy that is transforming the local families support system and reducing demand to acute services. Prevention focussed initiatives are coordinated and seen as interdependent, such as crime, serious violence, child poverty, obesity, integrated communities

Early Help is the total support that improves a family's resilience and outcomes or reduces the chance of a problem getting worse

FAMILIES

COMMUNITIES

Family Outcomes

LEADERS

WORKFORCE

1. In my community and networks, people know each other better and look out for how they can help

2. Our community and public services agreed to work together to promote and develop community resources, spaces and activity

3. There are local projects and groups in our neighbourhood connected to family support services. Businesses play an important role in the community

4. We help to design our local services. Any work with my community or family is done in partnership

1. There is a professional family support service. Whole family working is the norm for all people-facing public services through a shared practice model. And early help and family support is seen as everyone's responsibility

2. Public services work together in integrated hubs based in the community with a common footprint

3. Universal services such as schools and nurseries are supported to help local families and vulnerable people, with access to intelligence and common case management across the early help system

4. Data sharing across partners enables joint intelligence and risk-based analysis of families' needs, including finding and offering support to families with hidden needs

