



DRAFT

Oxfordshire's Domestic Abuse Strategy
2019-2024



OXFORDSHIRE
COUNTY COUNCIL

Contents

Forewords	3
1. Introduction.....	4
2. Oxfordshire’s Strategic Aims and Outcomes	10
3. Background facts and figures	12
4. Our approach to delivering the Strategy	14
5. Strategy Objectives and Next Steps	18
Appendix A.....	24
Appendix B.....	25
Appendix C.....	27
Appendix D.....	33

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With thanks to the Community Safety Team, Warwickshire County Council

Forewords

Councillor

Expert by Experience

DRAFT

1. Introduction

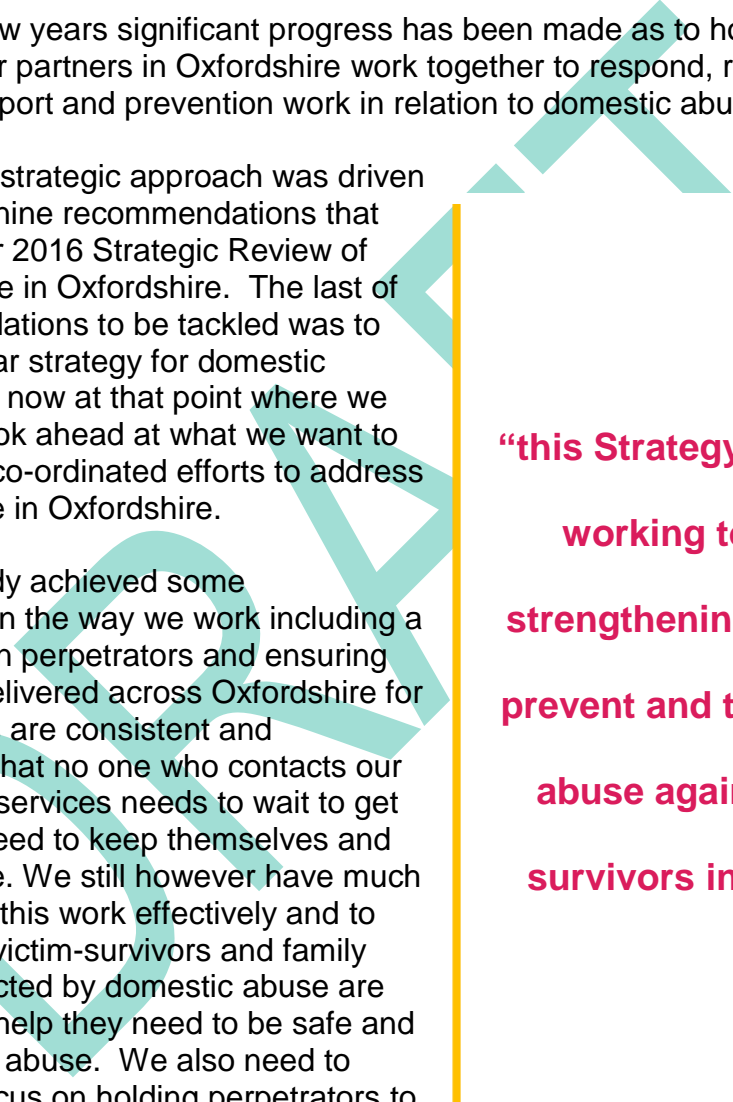
This is Oxfordshire's 5-year Domestic Abuse Strategy for 2019-2024.

We have co-produced this Strategy with the help of a wide range of partners and stakeholders to ensure that the people and agencies of Oxfordshire take a consistent and proactive response to domestic abuse. This Strategy commits us to working together and strengthening our efforts to prevent and tackle domestic abuse against all victim-survivors in all its forms.

Over the last few years significant progress has been made as to how public and voluntary sector partners in Oxfordshire work together to respond, raise awareness, and deliver support and prevention work in relation to domestic abuse.

This new more strategic approach was driven forward by the nine recommendations that came out of our 2016 Strategic Review of Domestic Abuse in Oxfordshire. The last of the recommendations to be tackled was to develop a 5-year strategy for domestic abuse. We are now at that point where we can together look ahead at what we want to achieve in our co-ordinated efforts to address domestic abuse in Oxfordshire.

We have already achieved some improvements in the way we work including a greater focus on perpetrators and ensuring that services delivered across Oxfordshire for victim-survivors are consistent and accessible, so that no one who contacts our commissioned services needs to wait to get the help they need to keep themselves and their family safe. We still however have much to do to deliver this work effectively and to ensure that all victim-survivors and family members impacted by domestic abuse are able to get the help they need to be safe and to recover from abuse. We also need to continue our focus on holding perpetrators to account for the harm they cause.



**“this Strategy commits us to
working together and
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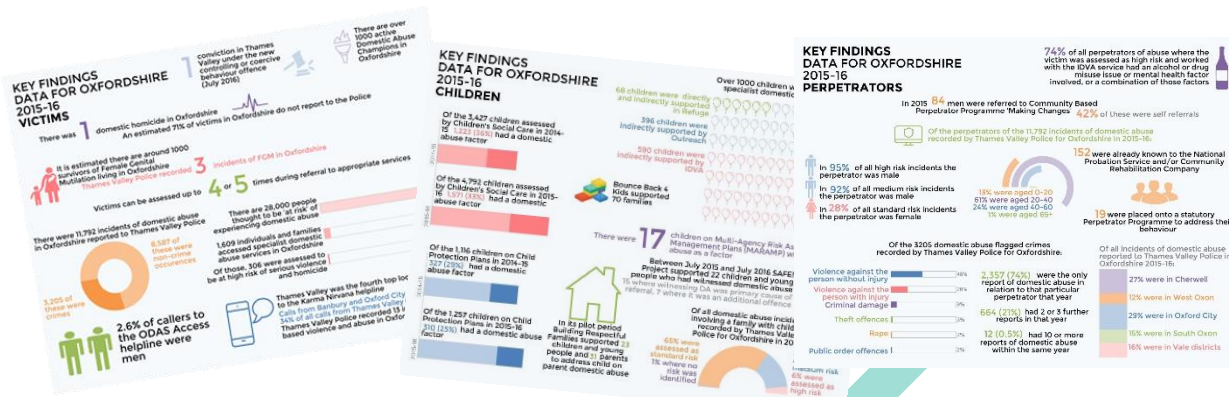
This Strategy sets out the ways in which we will tackle domestic abuse taking a comprehensive and long-term approach to reducing and where possible eradicating harm caused by domestic abuse. The approach is intended to recognise the needs of all those affected, with specific attention given to the long term and often devastating impacts for children growing up in households where there is domestic abuse. There is also a need to better understand and identify abuse directed at older and more vulnerable adults.

The following sections will set out the definition of domestic abuse, what is included and what is not and how this definition informs our local responses. It will describe how this strategy has been developed, who has been involved and the reasons behind the direction taken. Primarily it will set out our shared Strategic Aims and Outcomes. The linked delivery plan[s] and dashboard, which will be updated annually, can be found annexed at the end of the Strategy.

What we have set out below is a collaborative multi-agency statement of how Oxfordshire intends to tackle domestic abuse in all its forms over the coming 5 years. It is intended to form the overarching guidance needed to work together effectively and consistently to improve lives and reduce harm for victims, children and their wider families and communities.



2016 Strategic Review of Domestic Abuse in Oxfordshire



The nine recommendations set out within the 2016 Strategic Review of Domestic Abuse in Oxfordshire are as follows¹:

Recommendations from the 2016 review

1. Endorse and implement a pathway of domestic abuse services based on the identified needs set out in this document
2. Implement the proposed new governance structure for domestic
3. Set up task & finish groups to consider (i) how to address “hidden” domestic abuse, (ii) improve prevention work, including work in schools and GP Practices (iii) multi-agency approaches and possible improvements to data capture in relation to domestic abuse including environmental scanning across the Thames Valley, (iv) the viability and effectiveness of a range of perpetrator interventions
4. Adopt a co-commissioning approach that identifies resources, agrees a range of outcomes and measures success and implementation.
5. Service user voice to be included in all service development and commissioning work considering the approaches highlighted in this Review and ensuring user voice reporting to both the domestic abuse operational group and to the domestic abuse strategic group.
6. Strengthen connections both strategically and operationally between domestic abuse and sexual violence delivery.
7. Training strategy for domestic abuse to be developed and co-funded to deliver multi-agency training
8. Recommend that the Safer Oxfordshire Partnership develops a 5-year strategic plan for domestic abuse considering the funding for the sustainability of service provision and the longer-term outcomes for victims across Oxfordshire.
9. Develop and implement an information strategy to ensure that appropriate and accessible information is accessible both to those affected and those responsible for responding to domestic abuse

¹ View the [2016 Strategic Review of Domestic Abuse in Oxfordshire](#) online

To implement these recommendations, we have:

- Adopted a co-commissioning approach with multi-agency partners and procured new specialist Domestic Abuse Services for Oxfordshire. The contract delivering the new service model commenced June 2018.
- Audited, redeveloped and redesigned the Oxfordshire Domestic Abuse Pathway for Young People. Launched the updated pathway in August 2018 and provided three sessions of professionals training on Domestic Abuse and Young People.
- Agreed and published an Oxfordshire Domestic Abuse Pathway for adults
- Ensured the involvement of Experts by Experience (people who have used domestic abuse services) in a range of commissioning and service development activities, including ongoing attendance at the Operational Board
- Implemented a new governance structure for domestic abuse, agreed and proposed to, and subsequently agreed by, the Health Improvement Board (see Appendix A)
- Co-designed modular multi-agency training on Domestic Abuse with delivery partners Reducing the Risk; utilising a train the trainer model to ensure efficient use of resource
- Bid for additional funding from central government, including achieving funding for a 2 year Thames Valley Black Asian Minority Ethnic and Refugee (BAMER) Project with partners across the region. The project involves needs and gap analysis, and community development work, to address 'hidden abuse' within these communities in Oxfordshire and across the Thames Valley.

The outstanding recommendations from the Strategic Review, including an information and communications strategy, and strengthened connections between domestic abuse and sexual violence, are addressed within this Domestic Abuse Strategy and the attached Annual Delivery Plans.

How the Strategy has been developed

The Strategy has been developed following Oxfordshire County Council's 2016 Strategic Review of Domestic Abuse; an in-depth consultation process both with professionals and agencies from the voluntary and statutory sectors, and with victim-survivors themselves. The consultation process sought to map what is currently in place in Oxfordshire for domestic abuse and to undertake a gap analysis to help identify what more needs to be done.

In April 2019, having achieved the majority of the recommendations set out within the Strategic Review, we held 3 consultation events for local stakeholders to inform the development of our 5-year strategy. The key findings from these events can be found in Appendix B.

“The turnout for the 3 events was incredibly impressive – so many people from a vast array of local agencies and teams all bringing their passion, expertise and creativity. The events provided a wealth of knowledge, ideas and solutions that will guide and inform the way we can best work together to tackle domestic abuse in Oxfordshire over the next few years”

Strategic Lead for Domestic Abuse



Definitions

Domestic abuse is a pattern of coercive control, which includes physical, sexual, psychological and financial abuse by a current or former partner and can, in extreme cases, include murder.

Sexual violence is any act of a sexual nature where full and free consent is not given. Perpetrators range from total strangers to relatives and intimate partners, but most are known in some way.

Female genital mutilation (FGM) is the partial or total removal of the external female genitalia, or other injury to the female genital organs, for non-medical reasons, and is mostly carried out on young girls between infancy and 15 years.

Forced marriage is a marriage conducted without valid consent of one or both parties, where emotional pressure / duress is a factor.

So-called 'honour' based abuse 'is abuse committed to protect or defend the 'honour' of family and/or community where young women are the most common targets and can, in extreme cases, include murder.

Stalking is a long term pattern of persistent and repeated following of, communication with, or other intrusions on the privacy of a victim. The course of conduct may be sufficient to cause significant alarm, harassment or distress to the victim.

Violence Against Women and Girls is defined by the United Nations as any act of gender based violence that results in or is likely to result in physical, sexual or psychological harm or suffering to women (or girls), including threats of such acts, coercion or arbitrary deprivation of liberty (United Nations Declaration on the Elimination of Violence towards Women (1993, Article 1).



“Extensive research shows that violence, or the threat of violence, is rarely a one-off event”



2. Oxfordshire's strategic aims and outcomes

Our strategic aims

Oxfordshire's Strategic Aims, aligned with the Government's Violence Against Women and Girls strategy, are as follows:

Prevention: Preventing domestic abuse from happening by challenging the attitudes and behaviour which foster it and intervening early where possible to prevent it

Provision: Providing high quality, joined-up support for victims where domestic abuse does occur.

Pursuing: Taking action to reduce the harm to victims of abuse by ensuring that perpetrators are held to account and provided with opportunities for change in a way that maximises safety.

Partnership: Working in partnership to obtain the best outcome for victims, children and their families.

Our strategic outcomes

Prevention

- Victim/survivors, perpetrators, professionals and communities recognise that domestic abuse is unacceptable and are empowered to safely challenge this behaviour
- Children and young people are provided with appropriate and consistent education on the issue of domestic abuse and healthy relationships
- Attitudes that perpetuate harmful practices - including female genital mutilation, so-called 'honour-based' abuse, and forced marriage - are changed
- Frontline professionals are better able to identify and respond to domestic abuse at an early stage
- More employers are able to recognise and respond appropriately to victim/survivors and perpetrators of domestic abuse

Provision

- Victim/survivors and their children are supported to manage the impact of domestic abuse, including access to trauma informed support and long-term sustainable safety.
- Residents across all of Oxfordshire are aware of the specialist services available to them.
- Oxfordshire understands the one chance rule and makes every contact count: everyone works effectively within their own agency, and with all other agencies, to ensure that victim/survivors and their children can access help wherever they disclose abuse and get the right response the very first time.
- Commissioning partners commission high quality, joined-up support services which meet the needs of victim/survivors, children and perpetrators, and prioritises the safety and wellbeing of victim/survivors and their families.

Pursuing:

- Victim/survivors are enabled and supported to feel confident in accessing the criminal and civil justice and family court systems
- The experience and outcomes for victim/survivors who choose to access the criminal and civil justice and family court systems are significantly improved
- Multiple incidents of abuse are reduced
- Perpetrators have increased access to support and interventions for behaviour change

Partnership

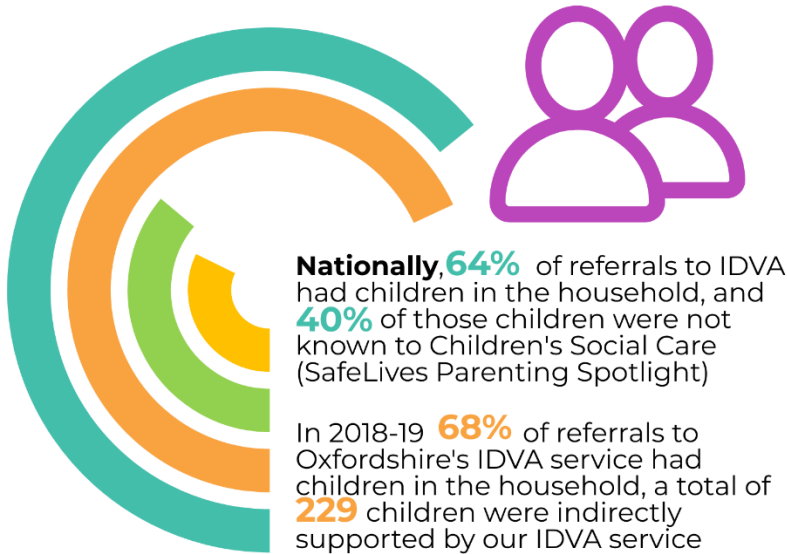
- Oxfordshire has a coordinated response across all services and partnerships to deliver the Domestic Abuse Strategy; informed by consistent and aligned policies, shared systems leadership, and allocation of resources.



3. Background facts and figures

National and local context

In 2018-19 there were **174** referrals to Oxfordshire's IDVA service, providing support to victims at high risk of serious harm and / or homicide



National data tells us that **47%** of young people living with domestic abuse are being directly harmed by the abusive adult (SafeLives Young People Spotlight)



In 2017-18 **51%** of Children's Social Care Child in Need assessments identified domestic abuse as a significant risk factor and, of these, just under **60%** transferred to a Child Protection Plan

Nationally, on average, older victims experience abuse for twice as long before seeking help as those aged under 61, and nearly half have a disability. Yet older clients are hugely underrepresented among domestic abuse services (SafeLives Older People Spotlight)



Police recorded **1,019** sexual offences in Oxfordshire (not including rape offences) between August 2018 - July 2019. Research tells us that, of those who experience sexual violence, **only 15% report to the police.**

At least 10 people will die every week in the UK as a result of violence related to domestic abuse. This is likely to be an underestimate and includes child deaths, domestic homicides, and suicides related to partner abuse. (Monkton-Smith, Szymanska, and Haile 2017)



Since the Home Office introduced Domestic Homicide Reviews (DHRs) in 2011, Oxfordshire has commenced **11 DHRs**, involving 14 victims and 24 children (18 under the age of 18) who lost at least one parent to domestic abuse.

In 2016 DHR guidance was updated to include suicides where abuse was a factor. Within 2 years Oxfordshire had **3** DHRs involving suicide.



In 2018-19 there were **11,970** domestic abuse incidents reported to police in Oxfordshire. **That's an average of 1 report every 45 minutes.**



There were **493** referrals via the Oxfordshire domestic abuse helpline in the first 3 months of 2019

Thames Valley is one of the top five locations of callers to the Karma Nirvana 'honour-based' abuse helpline. **Calls from Banbury and Oxford City account for over a third of all calls from the region.**



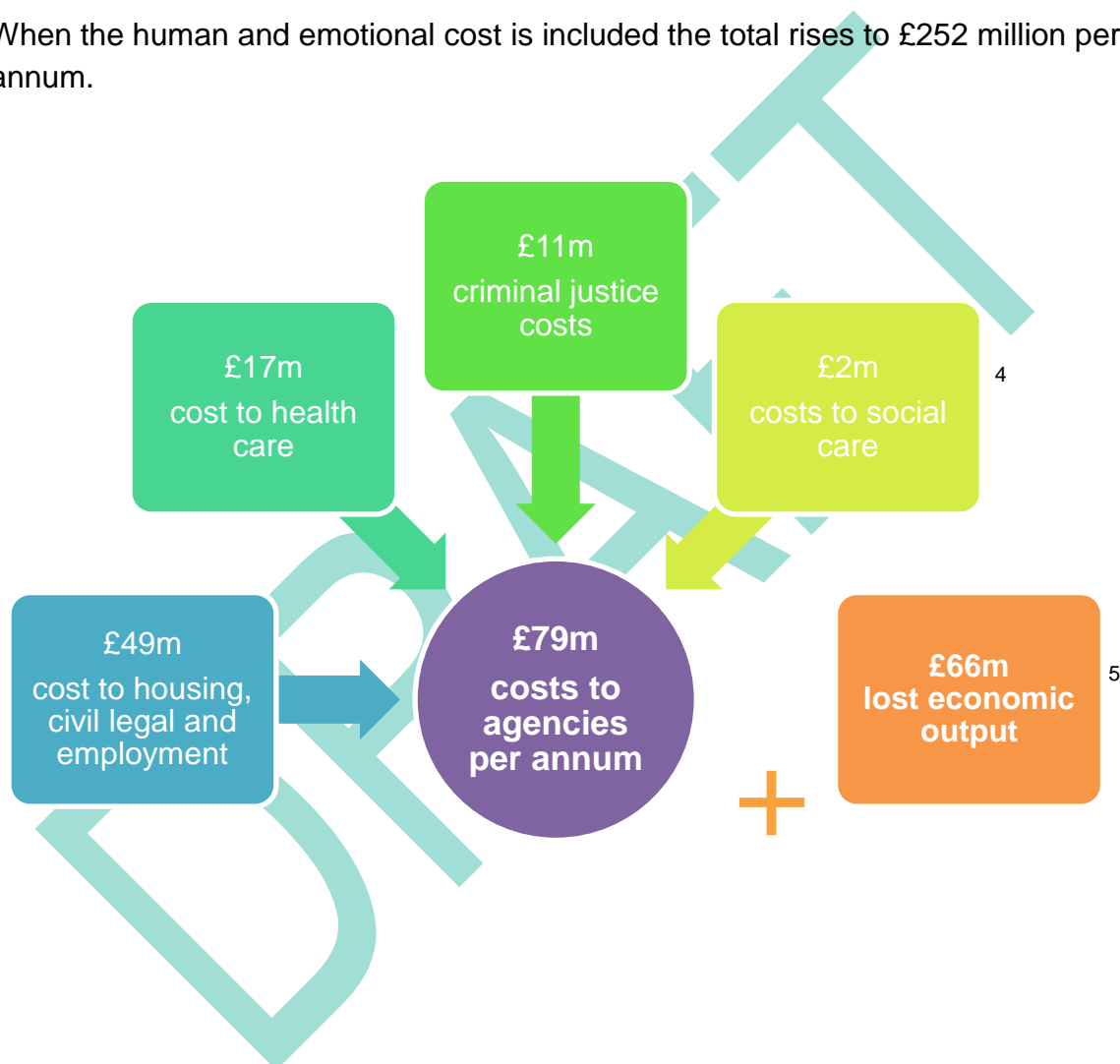
Victims of so-called 'honour-based' abuse are **7 times more likely to have multiple perpetrators** (SafeLives Honour Based Violence & Forced Marriage Spotlight)

The cost of Domestic Abuse in Oxfordshire

The societal cost of domestic abuse, in England and Wales, is estimated to be approximately £66 billion². The long-term human and emotional cost of domestic abuse to individuals is immeasurable.

Based on the prevalence data available the estimated cost of domestic abuse and sexual violence to public services alone in Oxfordshire is £79 million per annum.³

When the human and emotional cost is included the total rises to £252 million per annum.



² [The economic and social costs of domestic abuse](#), Home Office, 2019

³ The estimates are calculated using the Ready Reckoner tool provided by the Home Officer and based upon research from ['The Cost of Domestic Violence'](#) by Sylvia Walby (2004). Population data used is the female population of Oxfordshire aged between 16-59: 2011 Census data was used, and updated in line with 2017 Oxfordshire population growth data. Costs are underestimated as they are based on 2008 figures.

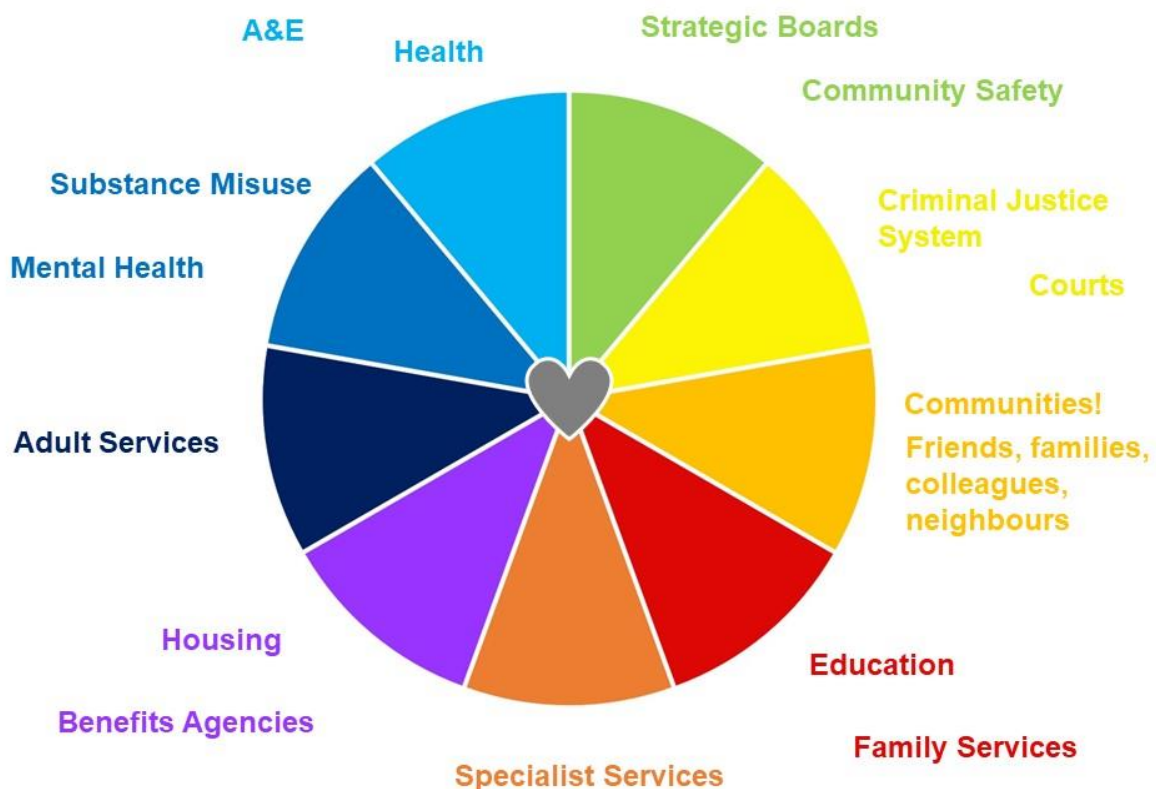
⁴ Costs to social care likely significantly underestimated due to increase in pressures on children's services since 2004

⁵ Lost economic output figure calculated as typically equivalent to 84% of total costs to agencies per annum, as illustrated in Table S.1 in ['The Cost of Domestic Violence'](#) by Sylvia Walby (2004). Lost economic output is the cost of time off work due to impacts on health. It is estimated that around half of the costs of such sickness absences is borne by the employer and half by the individual in lost wages.

4. Our approach to delivering the Strategy

How the Strategy will be delivered

The Strategy will continue to evolve as the national and local domestic abuse context changes. The Strategy's Delivery Plans will continue to be developed and monitored by the multi-agency Domestic Abuse Strategic Board to support the delivery of the Strategy. This will be reviewed and refreshed annually.



We have committed to taking a 'Co-ordinated Community Response' to tackle domestic abuse in Oxfordshire. Also known as the Duluth Model, this award-winning approach for responding to domestic abuse was developed by a group of activists in the city of Duluth, Minnesota in 1981 and has since been implemented worldwide. The Duluth model advocates a community wide joined up approach and remains highly regarded as the most effective way to improve safety and reduce harm to victim-survivors and their families, while holding perpetrators to account for their actions.

“interventions are most appropriate and effective when integrated into wider institutional responses from law enforcement, the judicial system, and community services; what has come to be known as the coordinated community response to domestic violence (Pence & McMahon, 1997).

This approach is based on the idea that institutional practices and systems (pro-arrest policies, prompt referral to programs, swift prosecution, sentencing recommendations, coordination among criminal justice agencies, etc.) are crucial in keeping victims safe (Pence & McMahon, 1997; Gondolf, 2002; Shepard, Falk, & Elliott, 2002).

Without coordinated and responsive systems in place to send the message that domestic violence is a serious crime and to provide appropriate monitoring and sanctions”

- *Bonnano, 2014*



Oxfordshire's Coordinated Community Response

At the core of the Coordinated Community Response (CCR) is the understanding that true change in the response to Domestic Abuse can only be achieved when all the relevant agencies work effectively together. The CCR is a whole systems approach which enables agencies to recognise tackling and responding to this type of abuse as part of their core business; fortifying and embedding our collective responses to create safer communities which protect victims and their children and hold perpetrators to account. There are 12 fundamental principles to the CCR⁶

- 1. Shared Objective:** a collectively developed vision of what the partnership wants to achieve.
- 2. Structure and Governance:** the mechanism for delivery of the shared objective; a partnership comprised of domestic abuse related boards to hold up the structure in which direction, communication, and accountability are clear.
Strategy, Leadership and Action Plan: the need for living documents to be implemented to provide direction and a barometer of partnership progress.
- 3. Representation:** the right representation at the right level is vital – the CCR requires passionate people in positions of power to enable change, and representation should be embedded within organisational response via job descriptions wherever possible.

⁶ Information on the Coordinated Community Response from [In Search of Excellence: A Guide To Effective Domestic Violence Partnerships](#). Standing Together Against Domestic Violence.

4. **Resources:** the Domestic Abuse sector continues to operate within a deficit culture and the CCR should work together to maximise its capacity and potential. Working to embed the response to domestic abuse within organisational culture and practice and exploring creative options for financial resources including pooled budgets and bids for external funding.
5. **Coordination:** the system to ensure the CCR works effectively both in its individual elements and together as a collective.
6. **Training:** a robust training programme is essential in effective change; ensuring everybody is on the same page in their understanding, approach, and skills to respond to domestic abuse. Resource investment in training demonstrates an ongoing commitment to long term change and movement towards the shared objective.
7. **Data:** CCR works to ensure partners are collecting data effectively; this can then be used to illustrate the performance and benefits of the CCR, and to make cases for prioritisation and allocation of resources when data reveals a need.
8. **Policies, Protocols, Procedures:** systematically embed CCR agreements, pathways and accountability within organisations. This serves to safeguard and strengthen the success of the CCR, and to broaden the reach of the partnership to enable all to be involved in culture change.
9. **Specialist Services:** recognising the heritage and expertise of the women's sector is crucial within the CCR, and the partnership should continually work together to improve sustainability and address any gaps in current provision.
10. **Diversity:** acknowledge the diversity of diversity, and work to ensure the CCR is informed by the needs of meeting the needs of the diversity inherent within all local populations.
11. **Survivors Voices:** victims and families who experience domestic abuse are who the CCR is responsible for and to. Their voices should be heard and at the core of the work of the CCR.

“true change in the response to [domestic abuse] can only be achieved when all the relevant agencies work effectively together”

The pillars of the CCR are shaped by core values of:

- Collaboration: we must work together to achieve change
- Connection with gender inequality: domestic abuse is a cause and consequence of gender inequality and we cannot achieve equity of outcome without addressing this.
- Individual, intersectional experiences: be as inclusive as possible to meet the needs of all people affected by domestic abuse
- Whole system / whole person: we are all cogs in the change process
- Responsibility for safety rests with systems and community: a shift from the current victim blaming culture to collective responsibility for the safety of adults and children who experience domestic abuse
- Perpetrators held accountable: ensuring responsibility for abuse remains with the perpetrator
- Support organisational response NOT replace it: embed and fortify change for collective responsibility and safer communities
- Shared understanding, shared leadership: ensuring everybody is on the same page and working together to achieve change

Interdependencies with other work

The Strategy does not sit in isolation. Domestic abuse is closely connected to other issues such as poor health, child poverty, social exclusion and economic and educational disadvantage. It therefore has an impact on other local strategies and initiatives such as:

- Oxfordshire's Joint Health and Wellbeing Strategy
- Thames Valley's Police and Crime Plan
- Safeguarding Board Plans
- County and District Community Safety Plans
- Housing and Homelessness Strategies
- Drug and Alcohol Implementation Plans
- Police Domestic Abuse Strategy
- Priority Families
- Care Act 2014 Implementation Plans

The Strategy does not intend to duplicate work being led by others. It aims to bring together work across all sectors on the issue of domestic abuse into one cohesive, co-ordinated statement.



5. Strategy Objectives and Next Steps

This section highlights what we have in place already and what we will do to develop provision and address the gaps.

Our Delivery Plan will prioritise the work we intend to do and provide details in relation to how, who and when the identified work will be delivered. The Year 1 Delivery Plan can be found in Appendix C.

Whilst the Strategy seeks to be aspirational, recognition is given to the current economic climate and austerity measures within which all public-sector agencies are working. The first priority therefore is to protect and enhance what is already in place but maximise efficiency and reduce duplication thereby freeing up resources to support the areas for development.

A Communications Strategy will be developed by the Domestic Abuse Strategic Board to support this Strategy.



Prevention

Preventing domestic abuse from happening by challenging the attitudes and behaviour which foster it and intervening early where possible to prevent it.

Outcomes

- Victim-survivors, perpetrators, professionals and communities recognise that domestic abuse is unacceptable and are empowered to safely challenge this behaviour
- Children and young people are provided with appropriate and consistent education on the issue of domestic abuse and healthy relationships
- Attitudes that perpetuate harmful practices - including female genital mutilation, so-called 'honour-based' abuse, and forced marriage - are changed
- Frontline professionals are better able to identify and respond to domestic abuse at an early stage
- More employers are able to recognise and respond appropriately to victim-survivors and perpetrators of domestic abuse

What we've got already

- Oxfordshire Domestic Abuse access and helpline (single point of contact)
- Rose Clinic for FGM
- Local campaigns to raise awareness
- Multi-agency and single-agency training
- Support Groups
- Sanctuary Schemes
- Champions network, enabling DA Champions in key teams to provide advice across their organisations
- School nurses delivering healthy relationship learning in schools
- Community engagement via the Thames Valley BAMER Project

What we will do to improve services and address gaps

- Centrally coordinate our public information campaigns and community engagement activity to ensure a consistent message and enable domestic abuse issues, both in the general and harder-to-reach/protected communities (including military, traveller, and rural communities) to be more effectively addressed. Campaigns will cover all forms of domestic abuse.
- Work with current providers of healthy relationships education for schools to support comprehensive countywide delivery with consistent messages for children and young people
- Undertake a training needs analysis to understand what frontline professionals within all services require to support them in identifying and responding to domestic abuse
- Develop and deliver a coordinated package of training for frontline professionals within all services to improve and increase domestic abuse identification and response
- Support all services with developing and implementing domestic abuse policies and protocols which are supportive of disclosure and prioritise safety.
- Develop and promote a training package for employers, to raise awareness of domestic abuse, how to identify it and how to respond
- Support the development of multi-agency safeguarding arrangements for Oxfordshire, ensuring that domestic abuse issues are an integral part of this new way of working
- Explore options for improved web and social media based resources for professionals working with victims, families and perpetrators of domestic abuse
- Develop an improved understanding of the impacts of domestic abuse for children in Oxfordshire and using that understanding to make plans to address needs and any gaps in service.

Provision

Providing high quality, joined-up support for victims where domestic abuse does occur.

Outcomes

- Victim-survivors and their children are supported to manage the impact of domestic abuse, including access to trauma informed support and long-term sustainable safety.
- Residents across all of Oxfordshire are aware of the specialist services available to them.
- Oxfordshire understands the one chance rule and makes every contact count: everyone works effectively within their own agency, and with all other agencies, to ensure that victim-survivors and their children can access help wherever they disclose abuse and get the right response the very first time.
- Commissioning partners commission high quality, joined-up support services which meet the needs of victim-survivors, children and perpetrators, and prioritises the safety and wellbeing of victim-survivors and their families.

What we've got already

- Public sector services: Police Protecting Vulnerable People Department, Multi-Agency Safeguarding Hub, Child and Adult Social Care Teams, Probation Women's Safety Workers
- Services commissioned by the public sector: Oxfordshire Domestic Abuse Service (includes access & helpline, Refuge, Support Groups and Outreach), Victim Support, ISVA service, Rose Clinic for FGM, SAFE! Support for Young People, Horizon, Circles South East, CAHBS
- Non-commissioned specialist services: Reducing the Risk (including IDVAs and Champions Network), Building Respectful Families, OSARCC, Oxford Against Cutting, Sanctuary Scheme Workers
- Universal services working with individuals and families
- Domestic Violence Protection Notices and Orders

What we will do to improve services and address gaps

- Explore options and improve access and provision of services to hard-to-reach/protected communities including BAMER and emerging Eastern European communities
- Explore options to develop specialist support services for children and young people affected by domestic abuse
- Explore options to improve service provision for individuals and families with complex needs e.g. substance misuse and/or mental health
- Continue to commission refuge services but explore the benefits of commissioning additional safe accommodation options for victim-survivors and their families who do not need/want refuge
- Develop guidance for working with young people aged 16 and 17 who are affected by domestic abuse in their own intimate relationships
- Understand current sanctuary scheme provision across Oxfordshire and explore options to ensure consistency across the County
- Explore options to ensure effective support and intervention for victim-survivors and their families within the 28 days of a DVPO
- Support Oxfordshire County Council's implementation of the Family Safeguarding Model to ensure safe and effective work with victim-survivors and their families

Pursuing

Taking action to reduce the risk to victims of domestic abuse and ensuring perpetrators are held to account and provided with opportunities for change in a way that maximises safety.

Outcomes

- Victim-survivors are enabled and supported to feel confident in accessing the criminal and civil justice and family court systems
- The experience and outcomes for victim-survivors who choose to access the criminal and civil justice and family court systems are significantly improved
- Multiple incidents of abuse are reduced
- Perpetrators have increased access to support and interventions for behaviour change

What we've got already

- DASH Risk Indicator Checklist endorsed as preferred risk assessment tool
- DOM5 police risk indicator checklist based on DASH
- Additional questions for victims of HBV and Stalking
- MARACs to reduce risk in high risk cases
- Multi agency tasking and co-ordination (MATAC) groups to disrupt serial perpetrators and support them to address their behaviour
- Domestic Homicide Reviews
- Court Mandated Perpetrator programme
- Voluntary 12 week perpetrator programme
- MAPPAs for high risk offenders
- MARAMP for children and young people
- Case management for FGM victims
- Specialist Domestic Violence Courts
- Domestic Abuse Pathway for Young People for young people using abusive behaviours in their own relationships

What we will do to improve services and address gaps

- Explore ways to improve the criminal justice pathway and court room experience in line with the new Code of Practice for Victims of Crime and New Witness Charter
- Work with all services that have regular contact with victim-survivors of domestic abuse to ensure that they are systematically assessing risk and are using the preferred risk assessment tool: DASH RIC. We will ensure that services take up appropriate training in risk assessment and have a good understanding of how to respond
- Undertake work to ensure compliance with the Safe Lives national quality assurance framework for MARACs with the aim of developing a more systematic approach to the identification of who is at risk, what risks they face and from whom, and how the risk can be reduced
- Develop a model workplace policy for employers to adopt to ensure that employees affected by domestic abuse are protected and supported. This will be promoted through the Chamber of Commerce alongside an appropriate training package
- Develop an improved approach to dealing with perpetrators which includes equipping frontline professionals with the skills to engage and work with them
- Explore options to address the needs of women offenders with a history of DVA. This will include the consideration of community-based alternatives to a custodial sentence to divert vulnerable women away from crime and tackle the root causes of their offending
- Ensure the MATAC process is embedded across the County
- Support Oxfordshire County Council's implementation of the Family Safeguarding Model to ensure safe and effective work with perpetrators of domestic abuse

Partnership

Working in partnership to obtain the best outcomes for victims, children and their families.

Outcomes

- Oxfordshire has a coordinated response across all services and partnerships to deliver the Domestic Abuse Strategy; informed by consistent and aligned policies, shared systems leadership, and allocation of resources.

What we've got already

- Strategic Board for Domestic Abuse
- Operational Board for Domestic Abuse
- Multi-agency risk assessment conferences (MARACs)
- Multi agency tasking and co-ordination (MATAC) groups in South & Vale areas of Oxfordshire
- Health Improvement Partnership Board
- Oxfordshire Safer Communities Partnership
- Oxfordshire Community Safety Partnership
- Oxfordshire Safeguarding Children's' Board
- Oxfordshire Safeguarding Adults Board
- Thames Valley Domestic Abuse Steering Group
- Thames Valley Domestic Abuse Coordinators Network

What we will do to improve services and address gaps

- Ensure domestic abuse is a priority for all partners and partnerships whose work impacts on domestic abuse. This will include not only community safety partners but the Safeguarding Boards, the Health and Wellbeing Board, etc, and their associated strategies
- Explore the concept of a "whole place community budget" as a means of delivering a coordinated, partnership response to those affected by domestic abuse, and increasing capacity to meet the needs of both medium and high risk victim-survivors
- Explore options to improve information sharing between statutory and voluntary sector agencies
- Deliver a programme of needs assessments on all victim-survivors of domestic abuse to ensure we fully understand prevalence in Oxfordshire and to inform future service commissioning.
- Develop core data requirements for services to support the ongoing assessment of need
- Explore collaborative working options between agencies to increase capacity and improve the response to individuals and families affected by domestic abuse
- Develop a domestic abuse dashboard which will support the Domestic Strategic Board in monitoring the success of the Strategy
- Explore the possibility of further joined up work and strategic planning to address other elements of the VAWG agenda.
- Develop a greater focus on funding and governance arrangements for sexual violence and abuse to mirror what is in place for domestic abuse.

Abbreviations

BAMER	Black, Asian, 'minority' ethnic and refugee
CAHBS	Children and adolescent harmful behaviour service
CRC	Community Rehabilitation Company
CSE	Child Sexual Exploitation
CSP	Community Safety Partnership
DA	Domestic Abuse
DVA	Domestic Violence and Abuse
DAIU	Domestic Abuse Investigation Unit
DHR	Domestic Homicide Review
EIS	Early Intervention Service
FGM	Female Genital Mutilation
FM	Forced Marriage
IDVA	Independent Domestic Violence Advisor
ISVA	Independent Sexual Violence Advisor
ITA	Independent Trauma Advisor
HBA	So called 'Honour' Based Abuse
LGBT+	Lesbian, Gay, Bisexual and Transgender (+ inclusive)
MARAC	Multi-Agency Risk Assessment Conference
MARAMP	Multi-Agency Risk Management Process
MAPPA	Multi-Agency Public Protection Arrangement
MASH	Multi-Agency Safeguarding Hub
NPS	National Probation Service
OSARCC	Oxfordshire Sexual Abuse and Rape Crisis Centre
PCC	Police and Crime Commissioner
SARC	Sexual Assault Referral Centre
SDVC	Specialist Domestic Violence Court
SWIP	Sex Workers Intervention Panel
VAWG	Violence Against Women and Girls

Appendix A

Oxfordshire Domestic Abuse Governance



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Appendix B

Oxfordshire 5-year Domestic Abuse Strategy Key messages from April 2019 Consultation Events

General feedback

- Support for the idea that our strategy could be broadened to include all abuses under the 'Violence Against Women and Girls' umbrella in the future, but a strong dislike for this as the title for the strategy. The title was viewed as regressive (with use of the term violence rather than abuse) and exclusionary (rather than inclusive of people of all genders and family members also affected).
- Need for our strategy to be shaped by a focus on people experiencing abuse, their children, *and* people perpetrating abuse – rather than the continuing to place the focus and onus on victim/survivors.
- Many were mainly happy with our strategic vision, but there were also suggestions to adopt a rights-based approach which promotes zero-tolerance and enables the public and professionals to feel supported to challenge problematic attitudes & behaviours in safe ways.

Delivery priorities

Prevention

- Prevention as the top priority! Education and culture change was highlighted, right from early years through to adulthood, and links with Relationships and Sex Education becoming compulsory in schools from September 2020
- We need a much greater focus on early work with parents of children referred into Children's Social Care - 70% of referrals into CSC in Oxfordshire have a DA factor, increasing evidence that early work with parents reduces risk to children and reduces their likelihood of going onto a Child Protection Plan and entry into care
- Community based awareness raising, including multi-lingual public information campaigns and targeted engagement

Provision

- Recovery from abuse as key, including the delivery, coordination, and allocation of resources for a pathway of group work programmes
- Trauma-informed services, including availability of specialist counselling
- Mapping of services, to ensure professionals are aware where people can seek help and support for the myriad of challenges that come with abuse

- Young People focussed services and support, including within the Young People's Supported Housing pathway
- Ensure services are accessible to all, including via representation within services
- Range of multi-agency professionals training, especially when broadening strategy

Pursuing

- Multi-agency training on working with perpetrators
- Appropriate and accessible perpetrator interventions (community based 6-month programmes, which can be accessed by diverse groups of people)

Partnership

- Ensuring we share and use resources within our partnership (including buildings for group work, existing information directories etc.)
- Co-location of specialists within universal services
- Utilising the partnership to identify need and lobby for change



Appendix C

Domestic Abuse Strategy 2019 – 2024 Year 1 (2019-20) Delivery Plan

This Delivery Plan sets out the planned work for year one of the Strategy to meet our high-level strategic aims of:

- Prevention:** Preventing domestic abuse from happening by challenging the attitudes and behaviour which foster it and intervening early where possible to prevent it
- Provision:** Providing high quality, joined-up support for victims where domestic abuse does occur.
- Pursuing:** Taking action to reduce the harm to victims of abuse by ensuring that perpetrators are held to account and provided with opportunities for change in a way that maximises safety.
- Partnership:** Working in partnership to obtain the best outcome for victims, children and their families.

The Delivery Plan categorises a range of activity under each of the four strategic aims. Where available, the previous year's data will be used as a baseline to mark improvement. Specific targets will be set wherever relevant. Reporting (via the corresponding domestic abuse dashboard) on each of the activities set out below will start with Quarter 1 2019-20.

Activities to be completed in year one of the 2019 – 2024 Domestic Abuse Strategy for Oxfordshire are set out below against each of the four strategic aim headings: Prevention, Provision, Pursuing and Partnership.



1. Prevention

Area of work	Activity	Lead	Comment
Training	<p>Deliver a range of multi-agency domestic abuse (DA) training including:</p> <ul style="list-style-type: none"> • DA Basic Awareness • Children & Families and DA • DA Risk and Safety Planning • Champions training • Young People & DA <p>Develop the following new training</p> <ul style="list-style-type: none"> • Coercive Control • Stalking & Harassment • Honour Based Violence/Abuse 	Strategic Lead Domestic Abuse / Violence Against Women & Girls Co-ordinator	<p>Delivery of each of these domestic abuse training modules has been set up for 2019-20. We will report on the number of professionals trained in each and the range of agencies in receipt of training.</p> <p>These training modules will be developed and a plan put in place for delivery from early 2020.</p>
Education	<p>Schools and Further Education prevention work:</p> <ul style="list-style-type: none"> • Collect and collate information on healthy relationships work in schools and colleges. • Work to support a co-ordinated response to delivery of the new Relationships & Sex Education (RSE) statutory element of the curriculum 	Strategic Lead Domestic Abuse / Violence Against Women & Girls Co-ordinator	Data will be collected from known delivery partners but will not include individual pieces of work carried out or commissioned by individual schools and colleges.
Community work	<p>Community based needs assessment:</p> <ul style="list-style-type: none"> • BAMER (Black Asian Minority Ethnic & Refugee) Project – including barriers to accessing support from both voluntary and statutory services 	TV BAMER Board	Final report March 2020 with recommendations for systemic change
Conferences	Work with Thames Valley Domestic Abuse Co-ordinator Group partners to develop and deliver a domestic abuse conference for the Thames Valley.	Strategic Lead Domestic Abuse / VAWG Co-ordinator	The Group will decide on a strategically relevant topic for the Conference aimed at professionals working across the Thames Valley

2. Provision

Area of work	Activity	Lead	Comment
Domestic Abuse Pathway Services	<p>Contract management of co-commissioned services</p> <ul style="list-style-type: none"> • delivery of full range of specialist services • ensure performance indicators are met / exceeded. 	Oxfordshire County Council Contracts Team	Quarterly reports and quarterly monitoring meetings are in place to inform co-commissioning partners on contractual performance.
Young People and domestic abuse	<p>Ensure effective support is in place for children and young people with domestic abuse in their families and in their own intimate partner relationships:</p> <ul style="list-style-type: none"> • Complete Peer Audit of Domestic Abuse Pathway for Young People including engagement to incorporate the voices of the children, young People and families included. • Develop an improved understanding of the impacts of domestic abuse for children in Oxfordshire and using that understanding to make plans to address needs and any gaps in service. 	Strategic Lead Domestic Abuse / Violence Against Women & Girls Co-ordinator	<p>The Peer Audit will be carried out in July / August and will report to the Strategic Board for Domestic Abuse.</p> <p>A report will be presented to PAQA either at the September or December meeting (2019).</p>
Recovery	<p>Improving access to recovery programmes & counselling:</p> <ul style="list-style-type: none"> • Map all programmes being delivered for survivors (adults and children)/identify gaps and develop arrangements to increase access • Map counselling and ensure pathways are in place to access it 	Operational Board for Domestic Abuse	A task and finish group from the Operational and Strategic Boards for Domestic Abuse will complete work and develop plans to address gaps.
Sanctuary Schemes	<p>Keeping victims and children safe in their home</p> <ul style="list-style-type: none"> • Complete scoping exercise to understand the level of sanctuary scheme in each district to identify good practice and gaps 	Strategic Board for Domestic Abuse	Local Authority District partners will be responsible for collecting, collating and sharing data for their own district.

3. Pursuing

Area of work	Activity	Lead	Comment
Criminal Justice System	<p>Ensure victims attending court to give evidence have access to appropriate specialist domestic abuse support at the hearing.</p> <p>Ensure Witness Service staff receive bespoke domestic abuse training.</p>	<p>Criminal Justice Board Manager</p> <p>Strategic Lead Domestic Abuse</p>	<p>This is key to the DA Best Practice Framework in the Criminal Justice System.</p> <p>We will liaise with the Witness Service and with a view to develop bespoke training and deliver to Witness service staff.</p>
Perpetrator work	<p>Monitor the number of referrals / starters and completion rates for the Positive Relationship Programme in Oxfordshire and review progress.</p> <p>CRC to work with NPS and Courts to improve targeting of Building Better Relationships Programme resource. CRC to reduce BBR waiting times for men to commence the programme.</p>	<p>Criminal Justice Board Manager</p> <p>CRC Manager</p>	<p>Evaluation Report is currently being drafted, and will include referrals, and the programme starters and finishers.</p> <p>Quarterly reports will be provided by CRC to demonstrate progress.</p>
DVPNs / DVPOs	<p>Increase the use of Domestic Violence Protection Notices/Orders by police in Oxfordshire</p> <p>Ensure effective support given and outcomes achieved during the Order.</p>	<p>Thames Valley Police</p> <p>Strategic Lead Domestic Abuse</p>	<p>These are being increased but the focus is on quality and effectiveness rather than just quantity.</p> <p>This is now being monitored through the contract for domestic abuse services and we will work with our IDVA service to monitor support given to high risk victims.</p>

4. Partnership

Area of work	Activity	Lead	Comment
Data-sharing	Develop and deliver a quarterly Domestic Abuse dashboard based on information from a range of agencies.	Strategic Lead Domestic Abuse / Violence Against Women & Girls Co-ordinator	The dashboard will correspond with the activities set out in the Delivery plan.
ATAC	Review success of Multi-Agency Tasking and Co-ordination (MATAC) meetings in Oxfordshire	Thames Valley Police	This is newly established in the South of Oxfordshire and has just commenced in Cherwell areas. The new process will be reviewed once sufficient evidence is available.
MARAC	Multi-agency Risk Assessment Conference (MARAC) review work <ul style="list-style-type: none"> Set up MARAC Review Group to oversee delivery and problem solve. Quarterly reports on MARAC performance Improve data capture around protected characteristics 	Thames Valley Police	The MARAC review group is being re-established and will have a standing item on the agenda to look at data capture for BAMER groups. This data is available and there will be work ongoing to ensure this is consistently recorded to ensure the data held is accurate.
DHRs	Domestic Homicide Reviews (DHRs) <ul style="list-style-type: none"> Annual report on DHRs in Oxfordshire to The Strategic Board for Domestic Abuse DHR findings to be shared with Thames Valley partners via the Domestic Abuse Co-ordinators group. 	Strategic Lead Domestic Abuse / Violence Against Women & Girls Co-ordinator	Quarterly information will be shared on Oxfordshire DHRs running and those published in that quarter. The annual report will include a review of what has worked well / not so well in the processes of DHRs published.
Specialist support	Specialist support in core-agencies <ul style="list-style-type: none"> Co-location of specialist workers Support increased early work in children's social care around parents to reduce risk to children of becoming subject to Child Protection measures and being taken into care 	Strategic Lead Domestic Abuse Strategic Board for Domestic Abuse	This will be monitored as part of the contract for domestic abuse services. The Strategic Board will formally request an increase in early work with parents around domestic abuse and will offer advice and support to CSC in developing family safeguarding model.

Glossary of terms

Acronym / term	Meaning	Acronym / term	Meaning
BAMER	Black, Asian, 'Minority Ethnic' & Refugee	MATAC	Multi-agency Tasking & Co-ordination – a recently introduced meeting focused on reducing the harm caused by perpetrators
BBR	Building Better Relationships statutory perpetrator programme run by CRC	NPS	National Probation Service – high risk offenders
CRC	Crime Reduction Company (private arm of the Probation Service) -medium/low risk offenders	PRP	Positive Relationship Programme – voluntary perpetrator programme run by CRC
CSC	Children's Social Care	RSE	Relationships & Sex Education – part of the national curriculum
DA	Domestic abuse	Sanctuary Scheme	Practical measures to make a victim's home safer and more secure, also known as "target hardening".
DHR	Domestic Homicide Review – a review commissioned by local Community Safety Partnerships when there has been a homicide or suicide and domestic abuse is a known factor	TV BAMER Board	Project board set up to oversee delivery of a 2-year BAMER Project running in the Thames Valley to identify barriers to certain groups accessing help when experiencing domestic abuse.
DVPN/Os	Domestic Violence Protection Notice / Order issued by the police to a suspected perpetrator of domestic abuse to remove perpetrator to enable practical support to be given to victims	TV DAC Group	Thames Valley Domestic Abuse Co-ordinators – Domestic Abuse leads who meet to share develop good practice.
MARAC	Multi-agency Risk Assessment Conference – a multiagency forum for managing risk in relation to high risk victims	TVP	Thames Valley Police
		VAWG	Violence Against Women & Girls – National Strategy including DA

Appendix D

Domestic Abuse Data Dashboard

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**OXFORD
CITY
COUNCIL**



**OXFORDSHIRE
COUNTY COUNCIL**



NHS
Oxfordshire
Clinical Commissioning Group



**WEST OXFORDSHIRE
DISTRICT COUNCIL**