

<b>Strategic objective</b>						
1. Coordination of the response – Ensuring that the coordinated community response model to Violence Against Women and Girls (VAWG) is developed and implemented locally						
<b>No</b>	<b>Activities to fulfil objective</b>	<b>Responsibility to deliver and strategic lead</b>	<b>Timescale for completion</b>	<b>Resources required</b>	<b>Measurement</b>	<b>Expected outcomes</b>
1	Produce and implement an employee DV policy for the local authority	NSCSO in conjunction with trade unions	Year 3	Respect toolkit, facilitation and training costs approximately £4K  Officer time for policy development	Policy launched  Number of managers trained  Staff briefings and awareness campaign  Feedback from affected staff supported by the policy	Staff know about and understand the policy  Staff and managers supported and equipped in responding to DV concerns in the work place  Increased victim safety  Perpetrators held accountable for their behaviour  Corporate response which highlights DV as an organisational priority  Improved productivity and reduced absenteeism as a result of DV
2	Agree corporate governance for issues	SCPB	Year 1 urgent to be	Officer time	Strategic ownership of VAWG is outlined in	Strategic structure is clear and governance of VAWG is

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	relating to VAWG within the revised partnership governance and meeting framework	HWBB  VAWG SB <i>(with input from revised VAWG Operational Group and VAWG Forum)</i>  BSCB  BSAB	done in q1 of 2013/14		terms of reference for relevant partnership meetings  Meeting structure is expanded to incorporate VAWG	agreed and comprehensive  An effective and coordinated response across the system is in place that supports joint working and sharing of expertise  Strategic groups are appropriately informed and supported by operational expertise on VAWG
3	Review and revise the borough's existing DV strategic framework (including broadening membership, confirming the new governance arrangements for DV and safeguarding children/adults to encompass VAWG) to ensure the meeting structure is effective and engages all partner agencies	SCPBB  BSCB  BSAB  HWBB  <i>Input from revised VAWG OG and VAWGF</i>	Year 1 urgent to be done in q1 of 2013/14	Officer time	Strategic ownership of VAWG is outlined in terms of reference for relevant partnership meetings  Senior management membership and engagement agreed	Partnership understanding and agreement secured to work from a VAWG perspective  Response to DV is extended to encompass all aspects of VAWG
4	Work with the HWBB to negotiate and secure VAWG to be a priority strand for the board and	HWBB  SCPBB	Year 1	Officer time	VAWG is included in the Health and Wellbeing Strategy	VAWG is identified and agreed by the HWBB as a priority

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	inclusion in the strategy	Public Health  Barnet Clinical Commissioning Group				VAWG is seen and understood as a health and wellbeing issue
5	Elected members receive information and briefings on the VAWG agenda	Gov Services  VAWG Forum	Ongoing	Officer time	Number of members briefed  Feedback from session	Increased understanding of the VAWG agenda and why it is important for the borough
6	Secure strategic engagement with public health and Barnet Clinical Commissioning Group on the response to VAWG	SCPB  Barnet Clinical Commissioning Group  VAWG Coordinator  Public Health	Year 1	Venue and facilitator  Officer times	Master class delivered  Number of GPs who attend master class and feedback from the session  Commissioning of health based VAWG responses agreed	The new health system acknowledges VAWG as a health and well being priority  Increased safety of victims of VAWG is supported by early intervention through health based services located within primary care and hospital settings (A&E and maternity)
7	VAWG included in the joint strategic needs assessment	Health and police data analysis  Public Health  Barnet Clinical Commissioning Group  VAWG	Year 1 and then ongoing	Officer time	The borough has a comprehensive outline of VAWG as a health and wellbeing priority  Detailed recommendations agreed  Section included multi agency contributions	Understanding and acknowledgement that VAWG is a health priority  Information in the section used to help inform commissioning and service planning  Borough has a strategic and up to date overview of the

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		Coordinator  <i>Input from revised DV/VAWG Operational Group and DV/VAWG Forum</i>			VAWG is included in strategic planning	issues
8	Review and audit all multi agency data which is currently available for VAWG	SCPB  BSAB  BSCB  Public Health  <i>Input from the revised VAWG meeting structure VAWG SB, VAWG OB and VAWGF</i>	Year 1 q3 2013/14	Officer time	Review completed  Partnership is aware of the data that is available and this is incorporated into performance monitoring and review mechanisms	The borough has a better understanding of VAWG informed by local and accurate data
9	Conduct a “gaps analysis” of what data is not currently collected for the partnership on VAWG and agree action plan for resolving missing	SCPB  Public Health  BSAB	Year 1 q4 2013/14	Officer time	Action plan agreed by the partnership to improve data that is collected on VAWG	The borough has a better understanding of VAWG informed by local and accurate data

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	information	<p>BSCB</p> <p>VAWG Coordinator</p> <p><i>Input from the revised VAWG meeting structure VAWG SB, VAWG OB and VAWGF</i></p>				
10	Develop and monitor a comprehensive VAWG data set for all partner agencies	<p>SCPB</p> <p>Public Health</p> <p>Barnet Clinical Commissioning Group</p> <p>HWBB</p> <p>BSAB</p> <p>BSCB</p> <p>VAWG Coordinator</p> <p><i>Input from the revised VAWG</i></p>	Year 2	Officer time	Comprehensive data set is agreed and is monitored at relevant strategic meetings	Data is used to help inform service development and managing performance of the multi agency response to VAWG

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		<i>meeting structure</i> VAWG SB, VAWG OB and VAWGF				
11	<p>BSCB to formalise its arrangements alongside the SCPB on strategic responsibilities for responding to the VAWG strands which apply to children and young people</p> <ul style="list-style-type: none"> <li>• Definition of DV</li> <li>• Sexual abuse</li> <li>• Sexual exploitation (including involvement in serious youth violence)</li> <li>• Female genital mutilation</li> </ul>	<p>SCPB</p> <p>BSCB</p> <p>VAWG Coordinator</p> <p><i>Input from the revised VAWG meeting structure</i> VAWG SB, VAWG OB and VAWGF</p>	Year 1 q1 2013/14	Officer time	<p>Terms of reference and partnership meeting structure reviewed and revised to clearly outline strategic responsibilities and governance of these issues across the multi agency partnership</p>	<p>All strands of VAWG applicable to children and young people are included in the strategic planning and priorities for both the SCPB and BSCB</p> <p>An effective safeguarding response is delivered to children and young people affected by/experiencing any form of VAWG</p> <p>Specialist services are available for children and young people affected by/experiencing VAWG</p>
12	Domestic homicide review processes and arrangements are effective and in line with home office guidance	<p>Safer Communities Partnership Board</p> <p>VAWG Coordinator</p>	Year 1 q1 2013/14	Officer time	<p>The domestic homicide review process works effectively</p> <p>Local arrangements are in place for chairing and coordinating reviews</p>	The borough is able to learn the lessons of any review in order to deliver changes to improve services and the multi agency response to DV

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		<p>Contribution of BSCB Serious Case Review Sub Group</p> <p><i>Input from the revised VAWG meeting structure VAWG SB, VAWG OB and VAWGF</i></p>			<p>SCPB has fund allocated to resource any homicide review that may be convened</p> <p>Local arrangements negotiated and agreed for reciprocal chairing</p>	
13	<p>VAWG expertise is incorporated into the membership of both the Barnet safeguarding adults board and Barnet safeguarding children board and sub/working groups</p>	<p>BSCB</p> <p>BSAB</p> <p><i>Input from the revised VAWG meeting structure VAWG SB, VAWG OB and VAWGF</i></p>	Year 1	Officer time	<p>Terms of reference and membership of sub groups reviewed and domestic violence/VAWG expertise identified and invited to attend</p>	<p>Both the Barnet Safeguarding Children's Board and Barnet Safeguarding Adults Board have a diverse range of expertise available on the cross cutting themes of VAWG which is relevant to their safeguarding agendas</p> <p>Multi agency response to VAWG is strengthened through representation at a strategic level across the borough's partnership meetings</p> <p>Understanding of VAWG as a children and adults safeguarding issue is</p>

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						increased to help develop service provision and raise awareness
14	Clinical Commissioning Group to be supported to commission VAWG strategic lead to support the development of the health response to these issues	Barnet Clinical Commissioning Group  HWBB  Public Health  VAWG Coordinator	Year 3	To be confirmed – strategic post proposed	Business case produced  Funding secured and implementation plan agreed (and in place)  Post appointed to	Health system is engaged in the multi agency coordinated community response to VAWG  Improved response to victims accessing health services
15	Review the role, capacity and support of the domestic violence coordinator so that this post operates effectively at a strategic level across the expanded VAWG agenda	Barnet Children's Services  SCPB  VAWG Coordinator	Year 1	To be confirmed – strategic post proposed	Job description reviewed  Funding secured for post and administrative support	The expanded VAWG agenda has an appropriate strategic portfolio lead in post



<b>Strategic objective</b>						
2. Prevention – changing attitudes and preventing violence, awareness raising campaigns, safeguarding and educating children and young people, early identification/training and training						
<b>no</b>	<b>Activities to fulfil objective</b>	<b>Responsibility to deliver and strategic lead</b>	<b>Timescale for completion</b>	<b>Resources required</b>	<b>Measurement</b>	<b>Expected outcomes</b>
1	Ensure the borough systematically learns the lessons from domestic homicide reviews which are carried out nationally through an annual dissemination of learning seminar/event	SCPB  <i>Input from the revised VAWG meeting structure VAWG SB, VAWG OB and VAWGF</i>	Year 1 then ongoing	Officer time event plus costs?	Annual review event held  Findings shared across the partnership  relevant recommendations included in a local action plan	The borough is able to learn the lessons of any review in order to deliver changes to improve services and the multi agency response to domestic violence
2	Plan and deliver a multi agency VAWG communications strategy (including community engagement events) to give clear and consistent messages on VAWG to increase reporting and support early access to help	SCPB  BSCB  BSAB  HWBB  Public Health  Barnet Clinical Commissioning	Year 2	Joint budget to be agreed for campaign – agency contribution of £1k proposed	Reporting and referral levels  Feedback from service users on where they found out about the services from	Residents know what help is available and feel confident to disclose/report  An increase in reporting levels

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	<i>(communications plan should initially focus on new elements of VAWG response particularly young people, stalking and forced marriage)</i>	Group  <i>Input from the revised VAWG meeting structure VAWG SB, VAWG OB and VAWGF</i>				
3	VAWG information incorporated into all relevant corporate information produced by the local authority	VAWG Coordinator  Corporate Communications Team	Ongoing	Officer time	VAWG messages are mainstreamed into all relevant corporate information and publicity materials	Residents know what help is available and feel confident to disclose/report  An increase in reporting levels
4	Engage with Barnet's Children's Services in order to address and secure DV expertise located within the multi agency safeguarding hub	VAWG Coordinator  BSCB	Year 1	To be confirmed	Domestic violence expertise within the mash commissioned and agreed  Number of Police MERLNS where DV is identified and advice given/referral made	Effective safeguarding processes for children and young people affected by DV are operating within mash so that interventions are timely and appropriate to manage risks
5	Work with the Family Nurse Partnership pilot to ensure they are engaged in the coordinated response to domestic	VAWG Coordinator  BSCB	Depends on pilot time frames <i>these to be confirmed</i>	To be confirmed	Number of referrals made from Family Nurse partnership to DV services	Young women who have experienced domestic violence who are pregnant/recently given birth are appropriately

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	violence through training on DV risk assessment, recording of domestic violence on case system and referral of appropriate cases to MARAC	Public Health  Central London Community Health Care  MARAC Chair  MARAC Coordinator  MARAC Steering group			Number of referrals made from Family Nurse Partnership to MARAC  Completion of DV training and training evaluations  Number of clients identified as experiencing domestic violence through completion of CAADA DASH risk assessment tool	supported and risks managed
6	Deliver champions training on VAWG to all child protection coordinators	VAWG Coordinator  Education Services  BSCB	Ongoing	Officer time	Number of child protection coordinators signed up to be champions no of coordinators trained  Feedback from session  Number of referrals made/children/young people identified	Child protection coordinators understand VAWG as it relates to children and young people and clear of safeguarding responsibilities  Increase in referrals from cp coordinators for children and young people affected by VAWG  Timely safeguarding interventions

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7	<p>Deliver head teacher briefing sessions on</p> <ul style="list-style-type: none"> <li>Harmful practices affecting children and young people</li> <li>Domestic and dating violence</li> </ul>	<p>VAWG Coordinator</p> <p>Education Services</p> <p>BSCB</p>	Ongoing	Officer time	<p>Number of head teachers who attend the sessions</p> <p>Number of sessions delivered</p> <p>Feedback from sessions</p> <p>Follow up commitment secured for further school based training</p> <p>Investment/resources secured for school VAWG prevention programme (such as Tender drama package)</p>	<p>Head teachers understand VAWG as it relates to children and young people and clear of safeguarding responsibilities</p> <p>Increase in referrals to both Barnet Children's Social Care and domestic violence services from child protection coordinators for children and young people affected by VAWG</p> <p>Timely safeguarding intervention</p> <p>School based approach to VAWG agreed</p>
8	<p>Strategic Groups and partner agencies to joint commission a comprehensive VAWG training programme for the borough</p> <p><i>Programme to include:</i></p> <ul style="list-style-type: none"> <li><i>Forced marriage as a criminal offence</i></li> <li><i>Forced marriage and learning</i></li> </ul>	<p>SCPB</p> <p>BSCB</p> <p>BSAB</p> <p>HWBB</p> <p>Public Health</p> <p>Barnet Clinical Commissioning</p>	Year 2 and 3	Partnership contribution will need to be agreed	<p>Proposal paper drafted and presented to relevant boards</p> <p>Partnership agreement secured to jointly commission training programme</p> <p>Training programme delivered</p>	<p>Barnet has a skilled and knowledgeable workforce which is equipped to respond appropriately to VAWG</p>

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	<p><i>disabilities</i></p> <ul style="list-style-type: none"> <li>• <i>Vulnerable adults and domestic violence</i></li> <li>• <i>Dynamics of domestic violence and best practice</i></li> <li>• <i>Risk assessment and safety planning</i></li> <li>• <i>Identification and enquiry</i></li> <li>• <i>Female Genital Mutilation identification, enquiry and safeguarding</i></li> <li>• <i>VAWG concerns within child protection supervision)</i></li> <li>• <i>Stalking and harassment – best practice and legislation</i></li> <li>• <i>Risk factors and identification of sexual exploitation</i></li> </ul>	Group			<p>Number of sessions delivered and staff trained</p> <p>Training session evaluation/feedback</p> <p>Increase in referrals and reporting across the partnership</p>	
9	Plan and deliver a publicity campaign to identify local men to lead and deliver white ribbon	Barnet Corporate Communication s Team	For delivery for white ribbon day 25/11/2013 (year 1) then ongoing	Partnershi p contributio n to be	A suitable community mens group identified and supported to lead the agenda	<p>Barnet achieves white ribbon town status</p> <p>VAWG understood as a</p>

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	day activities for 2013	VAWGF SCPB VAWG Coordinator		agreed	Range of events are delivered locally  Media coverage and feedback	community issue  Increase in awareness  Increase in reporting of VAWG
10	Review and update VAWG information contained on the councils website and the family information service	VAWG Coordinator  Corporate Communications and Web Team  Barnet Children's Service Family Information Service	Year 1 then ongoing	Officer time	Revised content written and uploaded	Number of visits to site  Increase in referrals  Increase in reporting of VAWG
11	Support the Domestic Violence Forum to engage with local faith communities and deliver the AVA Project praying for peace toolkit	VAWGF  BSCB Multi Faith sub group  Barnet Multi Faith Forum	Year 3	Officer time  check costings for toolkit	Engagement with faith forum and work on the toolkit agreed  Training session/event held	Faith forum incorporated into the local response to VAWG

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12	<p>Work with Barnet Clinical Commissioning Group, Central London Community Health Care and Barnet and Royal Free Hospital Trust to ensure all clinicians have VAWG publicity resources available to them – both national, London wide and local resources</p>	<p>Barnet Clinical Commissioning Group</p> <p>Central London Community Health Care</p> <p>Barnet and Royal Free Hospital Trust</p> <p>VAWG Coordinator</p> <p><i>Input from the revised VAWG meeting structure VAWG SB, VAWG ON, VAWGF</i></p>	<p>Year 1 as part of communications strategy then ongoing</p>	<p>Officer time</p>	<p>Named individuals identified and agreed for each service/organisation who will be responsible for ensuring up to date VAWG materials is available/displayed for both staff and patients</p> <p>Number of referrals to VAWG services from health professionals/services</p> <p>Increased reporting</p> <p>Audit of venues and materials displayed</p>	<p>Organisational/service response to VAWG</p> <p>Patients and staff receive consistent messages about VAWG</p> <p>Responsibility for challenging the social tolerance of VAWG is mainstreamed into the service/organisation</p>
13	<p>Coordinate and deliver a comprehensive response to the issue of female genital mutilation including:</p> <ul style="list-style-type: none"> <li>Development of a maternity care pathway</li> </ul>	<p>Barnet Clinical Commissioning Group</p> <p>SCPB</p> <p>Public Health Central London</p>		<p>Officer time</p> <p><i>Some investment in this work area will be required –</i></p>	<p>Number of women supported around FGM concerns</p> <p>Safeguarding referrals for advice on the issue of FGM increase</p> <p>Training sessions</p>	<p>Women who have experience FGM receive sensitive care from a knowledgeable workforce</p> <p>Improved maternal care for women who have experience FGM</p>

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	<ul style="list-style-type: none"> <li>Training of practice nurses and health visitors on enquiry and safeguarding responsibilities concerning FGM</li> </ul>	<p>Community Health Care</p> <p>Barnet and Royal Free Hospital Trust</p> <p>VAWG Coordinator</p> <p><i>Input from a specialist community organisation working on the FGM agenda</i></p> <p><i>Barnet Safeguarding Children's Board Multi Faith sub group</i></p>		<i>approx £5K</i>	delivered – number of staff trained and session feedback	<p>Timely safeguarding advice and referrals made for girls who are identified as being at risk of FGM</p> <p>Prevention of FGM</p> <p>Increased awareness and understanding of health implications of FGM and that it is a criminal offence</p> <p>Opportunities for FGM enquiry are utilised</p>
14	Barnet Clinical Commissioning Group to endorse the inclusion of VAWG information in new patient registration welcome packs	<p>Barnet Clinical Commissioning Group</p> <p>HWBB</p> <p>VAWG Coordinator</p>	Year 3	Officer time	<p>Increase in referrals generated from primary care/GPs</p> <p>Information agreed and included</p> <p>Responsible person</p>	<p>GPs provide an uniform response to VAWG across borough practices</p> <p>Patients and staff receive consistent messages about VAWG</p>



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		<i>Input from the revised VAWG meeting structure VAWG SB, VAWG OB and VAWGF</i>			identified within the CCG to maintain information	<p>Responsibility for challenging the social tolerance of VAWG is mainstreamed into the service/organisation</p> <p>Staff and patients know where they can access help and support</p> <p>Creative opportunities are utilised to cascade information to victims about VAWG services</p> <p>Potential for early intervention and support through provision of information via health services improved</p>
15	Work with disability and lesbian, gay, bisexual and transgender organisations to raise awareness of VAWG and the local MARAC to help increase referrals from these groups and reporting from vulnerable groups	<p>MARAC Chair</p> <p>MARAC Coordinator</p> <p>MARAC Steering Group</p> <p>VAWG Coordinator</p>	Year 2	Officer time	<p>Increase in referrals to the MARAC</p> <p>Increase in referrals to DV services for their victim groups</p> <p>Number of community group sessions delivered</p>	<p>Increased safety of victims identified in their groups through timely and effective support being provided</p> <p>Improved diversity of cases discussed at the MARAC</p> <p>Early intervention for these particular victim groups</p>

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		<p><i>Input from the revised VAWG meeting structure VAWG SB, VAWG OB and VAWGF</i></p> <p>Community Barnet</p>			<p>Number of individuals trained/briefed</p> <p>Feedback from session</p>	
16	Ensuring staff who work with people with learning disabilities understand the dynamic and risk factors of forced marriage	<p>BSAB</p> <p>Community Learning Disability Partnership</p> <p>VAWG Coordinator</p> <p><i>Input from the revised VAWG meeting structure VAWG SB, VAWG OB and VAWGF</i></p>	Year 1 in line with introduction of criminal offence for forced marriage	Officer time Costs for expert support and facilitation will need to be identified and agreed	<p>Training agreed and delivered</p> <p>Number of staff members trained</p> <p>Training feedback</p> <p>Identification of individuals at risk of forced marriage</p> <p>Number of referrals for these cases to specialist support services and MARAC</p>	<p>Increase safety of victims of forced marriage and honour based violence, through increase in referrals to specialist support services</p> <p>increased awareness of staff of these issues through training, so they can identify and can correctly respond to any concerns of forced marriage and “honour” based violence “on the very first occasion”</p>
17	Staff are aware of the new Home Office definition of	SCPB	Year 1 Q1 2013/14	Officer time	Feedback from staff following	Young people affected by DV identified and

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	DV including 16 – 17 year olds and extending definition to include coercive control and implications for practice	<p>BSCB</p> <p>BSAB</p> <p>VAWG Coordinator</p> <p><i>Input from the revised VAWG meeting structure VAWG SB, VAWG OB and VAWGF</i></p>		<p>Training costs to be confirmed</p>	<p>training/briefings</p> <p>Increase in reporting and referrals for young people</p> <p>Number of staff who receive training/briefing information</p> <p>Increase in identification of coercive control</p>	<p>safeguarded</p> <p>Staff understand the dynamic of “dating” violence and know how to respond to concerns and disclosures</p> <p>Improved understanding of domestic violence</p> <p>Increased safety of people and young people experiencing DV</p>
18	VAWG information included in public health campaigns	<p>HWBB</p> <p>VAWG Coordinator</p> <p><i>Input from the revised VAWG meeting structure VAWG SB, VAWG OB and VAWGF</i></p>	Year 3	Officer time	<p>Increase in referrals generated from health services</p> <p>Information agreed and included</p> <p>Responsible person identified within public health to ensure this information is included in all relevant campaigns</p>	<p>Residents and patients receive consistent messages about VAWG</p> <p>Responsibility for challenging the social tolerance of VAWG is mainstreamed into the service/organisation</p> <p>Residents and patients know where they can access help and support</p> <p>Creative opportunities are utilised to cascade information to victims about</p>

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						<p>VAWG services</p> <p>Potential for early intervention and support through provision of information via health services improved</p>
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**Strategic objective**

3. Provision – helping women and girls to continue with their lives (effective provision of services, specialist services and support; emergency and acute services; refuges and safe accommodation)

no	Activities to fulfil objective	Responsibility to deliver and strategic lead	Timescale for completion	Resources required	Measurement	Expected outcomes
1	Mental health services (both community and acute) review and revise their service wide response to all aspects of VAWG	<p><b>Mental Health Services</b></p> <p>VAWG Coordinator</p> <p><i>Input from the revised VAWG meeting structure</i></p> <p>VAWG SB, VAWG ON, VAWGF</p>	Year 2	To be confirmed	<p>VAWG policy and procedures reviewed and implemented</p> <p>Enquiry and risk assessments conducted</p> <p>Number of VAWG safeguarding alerts/referrals made</p> <p>Number of staff</p>	<p>An improved response to victims and perpetrators of VAWG who are accessing mental health services</p> <p>A skilled and competent workforce able to provide a safe, sensitive and appropriate response to victims and perpetrators</p> <p>Service Managers engaged in the</p>

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					<p>trained</p> <p>Increase in identification and referrals of victims and perpetrators to MARAC and other VAWG services</p> <p>VAWG data is regularly collected and shared</p>	coordinated response to VAWG
2	Improve the local response for men and boys affected by VAWG	<p>SCPB</p> <p>VAWG Coordinator</p> <p><i>Input from the revised VAWG meeting structure</i></p> <p>VAWG SB, VAWG ON, VAWGF</p>	Year 2	To be confirmed	The response is reviewed and adjusted accordingly	Men and boys receive a safe and appropriate response from services working on VAWG
3	Borough contribution to top up funding for rape crisis service secured for 2013/14 the ongoing funding commitment to be agreed	<p>SCPB</p> <p>HWBB</p> <p>Barnet Clinical Commissioning</p>	Year 1 then ongoing	Borough contribution is estimated to be £15K	<p>Borough contribution secured</p> <p>Number of Barnet residents accessing this service</p>	Victims of sexual abuse and assault receive the expert help and support they require

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		Group			Feedback from service users	
		Barnet Public Health				
4	Maintain existing service provision for DV services (Refuge IDVA and support service and the perpetrator service) whilst undergoing a review of service provision and capacity for borough domestic violence and the expanded agenda of service provision needed to respond to all aspects of VAWG services	<p>Safer Community Partnership Board</p> <p>HWBB</p> <p>Barnet Clinical Commissioning Group</p> <p>Barnet Public Health</p> <p>VAWG Coordinator</p> <p>BSCB</p> <p>BSAB</p>	Review to be completed by end of year 1	Children's Service Domestic Violence commissioning budget plus additional contribution to be agreed from the partnership	<p>Service provision reviewed and agreement to protect existing services secured</p> <p>Needs analysis produced to help inform service commissioning process</p>	Victims of VAWG are able to access specialist services for help and support when they need them
5	Increase service capacity and re-commission services for the expanded VAWG agenda	<p>SCPB</p> <p>HWBB</p> <p>Barnet Clinical Commissioning</p>	Services commissioned for year 2	Children's Service Domestic Violence commissioning budget plus	Service provision reviewed and agreement to protect existing services secured	Victims of VAWG are able to access specialist services for help and support when they need them

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		<p>Group</p> <p>Barnet Public Health</p> <p>VAWG Coordinator</p> <p>BSCB</p> <p>BSAB</p>		<p>additional contribution to be agreed from the partnership</p>	<p>Needs analysis produced to help inform service commissioning process</p>	
6	<p>Review the CAADA MARAC quality assurance findings and audit the current workings and effectiveness of the MARAC</p>	<p>MARAC Chair</p> <p>MARAC Coordinator</p> <p>SCPB</p> <p>VAWG Coordinator</p> <p>MARAC Strategic Group</p> <p><i>Input from the revised VAWG meeting structure VAWG SB, VAWG ON, VAWGF</i></p>	<p>Year 1</p>	<p>Officer time Resources for training the MARAC team and partnership may be required</p>	<p>MARAC strategic group formed to oversee delivery of the plan</p> <p>Action plan reviewed and all actions completed</p>	<p>MARAC is operating to the require standards as set out by CAADA</p> <p>Increase in safety for high risk victims of DV</p>

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7	Produce maternity guidelines for DV	<p>Barnet and Royal Free Hospital Trust</p> <p>Barnet Children's Services</p> <p><i>Input from the revised VAWG meeting structure VAWG SB, VAWG ON, VAWGF</i></p> <p><i>Designated Nurse</i></p>	Year 3	Officer time	<p>Guidelines produced and launched</p> <p>Number of midwives trained</p> <p>Rate of DV enquiry</p> <p>Number of disclosures and referrals made to DV services</p>	<p>Pregnant women experiencing DV get the care and support they need</p> <p>Women experiencing DV are supported to have safe and healthy pregnancies</p> <p>Increase in staff awareness and skills in asking women about DV and dealing with disclosures through training and support to midwives</p> <p>Improved safeguarding response to women experiencing DV and to their unborn babies</p> <p>Midwives are supported so that the DV enquiry process happens as required by policy and there are effective monitoring and recording systems in place</p> <p>Timely safeguarding</p>
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						responses to protect pregnant women experiencing DV
8	Introduction of private time/time to talk policy and procedure by the hospital trust to support safe DV enquiry at the maternity booking appointment	Barnet and Royal Free Hospital Trust  Designated Nurse	Year 3	Officer time	<p>Guidelines produced and launched</p> <p>Number of midwives trained</p> <p>Rate of DV enquiry</p> <p>Number of disclosures and referrals made to DV services</p>	<p>Pregnant women experiencing DV get the care and support they need</p> <p>Women experiencing DV are supported to have safe and healthy pregnancies</p> <p>Increase in staff awareness and skills in asking women about DV and dealing with disclosures through training and support to midwives</p> <p>Improved safeguarding response to women experiencing DV and to their unborn babies</p> <p>Midwives are supported so that the DV enquiry process happens as required by policy and there are effective monitoring and recording</p>

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						<p>systems in place</p> <p>Timely safeguarding responses to protect pregnant women experiencing DV</p>
9	Review commissioning framework for all relevant contracts to monitor the quality of care in relation to VAWG	<p>Corporate Procurement Services</p> <p>Strategic Commissioning Board</p> <p>Commissioning and Business Improvement Team</p> <p>VAWG Coordinator</p> <p>Designated Nurse</p> <p>Barnet Clinical Commissioning Group</p>	Year 3	Officer time	<p>Performance and quality indicators agreed and implemented</p> <p>Monitoring returns produced</p>	<p>Improved service from commissioned services for people who experience VAWG</p> <p>VAWG indicators included in all relevant service specifications and are rigorously monitored</p> <p>Systems in place to monitor performance and ensure compliance so that high quality care is provided to patients experiencing VAWG</p>
10	Independent Domestic and Sexual Violence	VAWG SB	Year 1	To be confirmed	Service provision available and meets	Increased safety for victims of domestic and

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	Advocacy Service provision available in both a community and court based settings	Borough Criminal Justice Board  SCPB  VAWG Coordinator			demand	sexual violence
11	Develop the response of Barnet Homes (including registered social landlords and housing associations) to DV through delivery of training, guidelines and revising tenancy support and eviction action for perpetrators	Barnet Homes  <i>Input from the revised VAWG meeting structure</i> VAWG SB, VAWG ON, VAWGF	Year 3	Officer time	Feedback from service users/tenants  Policy/procedure produced and implemented  Number of staff trained  Type and number of eviction action taken against perpetrators	Increase in reporting  Perpetrators are held accountable for their behaviour through tenancy action  Workforce is trained and able to respond to concerns of domestic violence raised by tenants in a timely and appropriate manner  Improved understanding of the issue of domestic violence through the analysis of data that is collected from these services
12	Anti Social Behaviour and Environmental	Barnet Homes	Year 3	Officer time	Feedback from service users/tenants	Perpetrators are held accountable for their

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	Health policy and procedures for responding to domestic violence to be developed and workforce trained	Housing and Environmental Services  <i>Input from the revised VAWG meeting structure VAWG SB, VAWG ON, VAWGF</i>			Policy/procedure produced and implemented  Number of staff trained  Type and number of positive actions taken against perpetrators	behaviour  Workforce is trained and able to respond to concerns of domestic violence raised by tenants in a timely and appropriate manner  Improved understanding of the issue of domestic violence through the analysis of data that is collected from these services
13	Substance Misuse Services review and revise their service wide response to all aspects of VAWG	<b>Substance Misuse Services</b>  VAWG Coordinator  <i>Input from the revised VAWG meeting structure VAWG SB, VAWG ON, VAWGF</i>	Year 2	<b>To be confirmed</b>	Service managers engaged in the coordinated response to VAWG  VAWG policy and procedures reviewed and implemented  Enquiry and risk assessments conducted  Number of VAWG safeguarding alerts/referrals made	An improved response to victims of VAWG who are accessing substance misuse services  A skilled and competent workforce able to provide a safe, sensitive and appropriate response to victims and perpetrators

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					<p>Number of staff trained</p> <p>Increase in identification and referrals of victims and perpetrators to MARAC and other VAWG services</p> <p>VAWG data is regularly collected and shared</p>	
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Strategic objective						
4. Protection – delivering an effective criminal justice system (investigation, prosecution, victim support and protection and perpetrator programmes)						
no	Activities to fulfil objective	Responsibility to deliver and strategic lead	Timescale for completion	Resources required	Measurement	Expected outcomes
1	Specialist DV Court operating with IDVAS support at both bail/remand and trials	All agencies win the Borough Criminal Justice Group  SCPB  VAWG Coordinator  <i>Input from the revised VAWG meeting structure</i> VAWG SB, VAWG ON, VAWGF	Year 1	FT court based IDVA to be commissioned – funding to be confirmed but approx £40K	Steering group operating  Protocol updated and implemented  IDVA coverage in place and operating for all hearings  Training update delivered for bench and clerks  Training feedback  Data collected and shared regularly at steering group	Increased safety of victims and witness of domestic violence who are accessing the criminal justice system
2	Develop a business case for commissioning	SCPB	Year 3	Officer time	Business case with local evidence	Community DV perpetrator programme is

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	a local community DV perpetrators programme	VAWG Coordinator  Barnet Children's Services  BSCB		<i>(Compared to other models it is expected that the programme would cost £35k to commission)</i>	presented to SCPB and BSCB  Need for commissioning a community perpetrator programme is acknowledged  Programme jointly commissioned between children's services, health and wellbeing board and SCPB  Number of men who are referred and complete the programme  Repeat victimisation rate	commissioned  Male abusers of DV are held accountable for their behaviour  Children and adult victims are safeguarded  Reduction of repeat victimisation – reduction of re offending of this cohort  Reduction of risk of partners
3	Agree links to integrated offender management group and Multi Agency Public Protection Arrangements with the MARAC to strength local response to VAWG	Chair of MAPPA  Chair of MARAC  MARAC Coordinator	Year 2	Officer time	Operational and strategic links agreed  Terms of reference for groups revised  Number of domestic violence perpetrators	Timely information sharing enable the multi agency partnership to hold perpetrators accountable  Reduction of risk of partners

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		<p>IOM Chair</p> <p>Probation</p> <p>Youth Offending Service</p>			<p>known to MARAC which are identified as gang nominals and prolific offenders</p> <p>Criminal justice sanctions for this cohort</p> <p>Repeat victimisation rate for this cohort</p>	Reduction of re offending of this cohort
4	MARAC and local work on the agenda to address gang related violence and sexual exploitation effectively linked	<p>SCPB</p> <p>MARAC Chair</p> <p>MARAC Coordinator</p> <p>BSCB</p> <p>Barnet Children's Social Care</p> <p>Youth Offending Service</p>	Year 2	Officer Time	<p>MARAC works effectively with other safeguarding systems</p> <p>Training on MARAC processes delivered to teams and services working on the issue of gangs and sexual exploitation</p> <p>Seminar held with relevant services and action plan produced to pull learning together of systems and linking responses</p>	<p>Improved multi agency working arrangements</p> <p>Effective and timey safeguarding interventions</p> <p>Early intervention approaches supported</p> <p>Combined expertise is mobilised to respond to these inter linked areas</p>
5	Review and extend the MARAC's operation to	MARAC Chair	Year 1 Q1 2013/14	Officer time	Number of young people discussed at	Improved safeguarding arrangements and



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	include 16/17 year olds affected by DV in line with the new definition of DV	MARAC Coordinator  SCPB  BSCB  Barnet Children's Social Care		Support from MARAC development officer	MARAC  Barnet Children's Services staff trained on completion of CAADA DASH risk assessment tool  Number of referrals from children services to the MARAC and DV services	responses for young people affected by DV
6	Review borough VAWG referral/care pathways with a specific focus on experience of under represented groups	SCPB  VAWG Coordinator  <i>Input from the revised VAWG meeting structure VAWG SB, VAWG OB, VAWGF</i>	Year 2	Officer time	Care pathway reviewed and implemented  Launch of pathway at local event  Publicity of pathway	Increase of referrals (particularly of under represented groups)  Increase in reporting (particularly of under represented groups)
7	Conduct a multi agency intelligence gathering and audit event on the nature and prevalence of prostitution in the borough	SCPB  Anti Social Behaviour Panel	Year 2	Officer time	Audit conducted	Improved understanding and knowledge of the issue of prostitution locally
8	Borough action plan	SCPB	Year 3	Officer time –	Plan agreed and	Coordinated response to

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	implemented to address prostitution locally			some resources may need to be identified for the action plan	implemented Elected members engaged	prostitution developed Exit strategies in place  Reduction in related ASB reports and concerns  Toolkit of responses to prostitution implemented
9	Multi agency workforce equipped to respond to forced marriage (including changes to legislation) with a focus on the children, young people and supporting people	SCPB  BSCB  BSAB  VAWG Coordinator  <i>Input from the revised VAWG meeting structure VAWG SB, VAWG OB, VAWGF</i>	In line with legislation changes	Training resources need to be identified	Number of staff trained on forced marriage and safeguarding responsibilities  Feedback from sessions  Number of disclosures and referrals made concerning forced marriage	Effective and timely safeguarding action  Increased safety of persons at risk of forced marriage  Multi agency response to forced marriage in place  Skilled and competent workforce equipped at dealing with disclosures and concerns of forced marriage
10	Engage Barnet Homes to promote access to the sanctuary scheme and to improve the response to people who present as homeless as a result	Barnet Homes  Sanctuary Officer  VAWG	Year 2	Officer time	Policy and procedure reviewed and implemented  Number of staff trained	More people are able to safely remain in their own homes (when at risk of homeless because of DV through the provision of sanctuary protection

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	of DV	Coordinator  <i>Input from the revised VAWG meeting structure – VAWG SB, VAWG OB AND VAWGF</i>			<p>Feedback from service users</p> <p>Number of sanctuary schemes</p> <p>Diversity of referral routes to sanctuary from across the partnership</p> <p>Number of sanctuary briefing sessions delivered</p> <p>Strategic meetings attended by senior representative</p>	<p>Reduction in homelessness</p> <p>An improved response to victims of DV presenting at Housing services as a result of domestic violence</p> <p>A skilled and competent workforce able to provide a safe, sensitive and appropriate response to victims</p>
11	Police performance on DV and all aspects of VAWG to be available for the partnership to analyse	Met Police  SCPB	Year 1 then ongoing	Officer time	Score card data to be provided	<p>Enhanced understanding of the nature of all forms VAWG reported to the police</p> <p>Borough has accurate data to help understand the nature of VAWG to inform service delivery</p>

**Meeting abbreviations:**

SCPB - Safer Communities Partnership Board

HWBB - Health and Wellbeing Board

VAWG SB - VAWG Strategy Board

VAWG OP - VAWG Operational Group

VAWGF - VAWG Forum

BSCB - Barnet Safeguarding Children's Board

BSAB - Barnet Safeguarding Adults Board

MARAC – Multi Agency Risk Assessment Conference