

# Hillingdon Borough Domestic Abuse Strategy 2018-2021

Preventing and eradicating violence and abuse in  
Hillingdon is everybody's business



**HILLINGDON**  
LONDON

[www.hillingdon.gov.uk/dv](http://www.hillingdon.gov.uk/dv)

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# Foreword

Domestic Abuse (DA) and the many forms of violence and abuse encapsulated within the Violence against Women and Girls (VAWG) genre is wholly unacceptable, is a fundamental abuse of the victims' human rights and represents serious crimes. One of our priorities is to ensure that the Safer Hillingdon Partnership, together with its partners, is fully committed to preventing, tackling and eradicating DA and VAWG in all its forms. We aim to make our borough a safer place for all; who live, work or visit here and to ensure that women, men and children are safe in their own homes.

The violence and abuses associated with this subject area affects all communities and traverses all cultures and socio-economic groups. Whilst such abuses affect men and boys too, woman and girls are disproportionately targeted and experience multiple forms of it. This is a London wide, UK national and global problem. The prevalence of this problem requires a joined-up and coordinated response, involving the council, the police, the voluntary sector, health, other partner agencies and most importantly the wider community. We must and will have a zero tolerance approach to all forms of violence and abuses in Hillingdon Borough.

Our vision is for Hillingdon to be a London lead in which no form of VAWG is tolerated and where victims and their children know how and where to get the help they need. The same is true for the professionals supporting and working for them. We want to ensure that the professionals working together have the right capability to provide the right support at the right time for victims and survivors. The implementation of this strategy will be underpinned by a robust action plan that will secure a real step change in how the Safer Hillingdon Partnership responds to violence and abuses against community members and represents a real change for our residents and visitors too. All the organisations and individuals involved will be accountable to ensure that we deliver against our overall commitments and promises.

This strategy sets out our community partnership approach as we re-double our commitment to intervene as early as possible to support victims, survivors, children and their families to report crimes, report their concerns, stay safe and rebuild their lives. We know that exposure to VAWG early on in life can have long lasting consequences and we recognise that domestic abuse is the most reported form of VAWG in the borough. This is why we are committed to early intervention supporting families and children and helping young people to understand and build healthy relationships. We also recognise that this is not only about physical violence and we need to do more to respond to the devastating and destructive impact of psychological abuse and coercive control.

Reporting incidents and accessing support can at times be difficult given the many effects upon victims; and we know that some communities and those with complex problems and needs may experience additional barriers. This is why we are pleased to be increasing closer working between statutory services and the voluntary and community sectors to meet the needs of Hillingdon's increasingly diverse community.

We all have a responsibility to help put an end to DA and VAWG, which is why together we must have absolute zero tolerance to it. As a community we can end it and make a very real difference to many, many people's daily lives.

We would like to thank everyone involved in formulating this strategy for their continued dedication to preventing DA and all forms of VAWG in our borough, safeguarding our residents and supporting survivors to recover.

**Councillor Philip Corthorne**  
Cabinet Member for Social Services,  
Housing, Health and Wellbeing

**Fran Beasley**  
Chief Executive

**Councillor Jane Palmer**  
Chairman, Hillingdon Domestic Abuse  
Steering Executive

**Paul Martin**  
Chief Superintendent



# Introduction

The purpose of this strategy is to set out Hillingdon Borough's integrated approach to prevent and end Domestic Abuse and other forms of violence and abuse encapsulated within the Violence against Women and Girls (VAWG) genre whilst improving the health and wellbeing of individuals and families who experience it. This strategy seeks to build upon our existing successful partnership work, to further increase public awareness and to build a sustainable coordinated community response with local communities, individuals, family members, friends, employers and co-workers to tackle violence and abuse in all its forms.

We will adopt and promote a zero tolerance approach to violence against women and girls; who are disproportionately victimised by domestic abuse, sexual violence, honour based abuse (HBA), forced marriage (FM), female, genital mutilation (FGM), child sexual exploitation(CSE), stalking and harassment and modern day slavery. We must recognise that such offences very rarely happen in isolation and are often inter-linked. So for example HBA and FM is domestic abuse and there will often be sexual offending too. That said, this strategy is wholly inclusive and recognises that men and boys experience such crimes too and our coordinated community response approach is intolerable of any violence and abuse against any community member. The stark reality is that such public and private space violence is all around us, which is best described as being 'hidden in plain sight'.


Through our service provision we will offer a range of support services to prevent offending and where it has happened we will act in a timely way to prevent it worsening. Prevention and Early Intervention is the fundamental key to our strategic approach.

We know through our own local experiences and through research and other learning products, such as the Home Office's Key Findings from Analysis of Domestic Homicide Reviews<sup>1</sup> domestic abuse is still under-reported or is not readily identifiable or recognised by professionals. We know that across the range of VAWG crime types that victims have experienced threats, intimidation, coercion and control leading to worry, distress and fear, which makes speaking out or escape limited. This means that we must ensure that victims, professionals, employers and the public can spot the signs of abuse, know what we offer and how to access services. We aim to create an environment whereby those affected can feel confident that when they come forward they will not be turned away, they will be welcomed and supported. Where necessary we will ensure that an appropriate array of services are available.

The prevalence and other data, which follows provides the evidence base of why this inclusive strategy is necessary.

We aim to identify victims and offenders at the earliest opportunity and work together to intervene effectively to prevent violence and abuse from escalating. We will also robustly tackle re-victimisation and alongside it – repeat offending. We will also seek to offer more joined up and coordinated support to young people within the borough through building healthy relationships and addressing the risks posed by the rising trend of the inappropriate and often criminal use of technology, which is rapidly accelerating and at the same time escalating risks and harm.

This Safer Hillingdon Partnership (SHP) strategy acknowledges and supports the VAWG strategies of central Government and the London Mayor's Office of Policing and Crime (MOPAC). It does not

<sup>1</sup>  [www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/575232/HO-Domestic-Homicide-Review-Analysis-161206.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/575232/HO-Domestic-Homicide-Review-Analysis-161206.pdf)

stand alone and complements other strategies and areas of work across the partnership e.g. our Child Sexual Exploitation Strategy 2016 and Health and Wellbeing Strategy.

In order to identify and prioritise our work areas we have consulted widely and listened to victims and survivors, statutory partners, charities and non-government organisations and other service providers. In doing so we will prioritise the following main pillars of work, which also align with the UK national and regional priorities:

- **prevention** and early intervention
- the **provision** of appropriate services
- addressing **perpetrator** behaviour
- an effective **partnership** response.

# Vision

## **Our Vision. We are committed to:**

To preventing and eradicating all forms of violence and abuse against women, children and men in Hillingdon Borough and support those so victimised to achieve their full potential in life.

## **Our Priorities. We are committed to:**

### **Priority 1 - Prevention and Early Intervention**

Together we will work with communities, civil society organisations and other partners to make the violence and abuse of women, men and children unacceptable and dishonourable in all our communities. By using evidence based approaches and a resilient coordinated community approach we will protect victims and tackle and break the cycle of offending.

### **Priority 2 - Service Provision**

Together we will engage with victims and survivors' and understand their experiences of our services and those acting on our behalf. We will listen to them and take action to improve what we do. We will commission services intelligently and secure the right ones to meet local needs in providing high quality coordinated services to prevent violence and abuse and repeat victimisation in a longer term sustained way.

### **Priority 3 - Pursuing Perpetrators**

Together we will work with partners to strengthen the Criminal and Civil Justice response to perpetrators. We will work with all partners including non-criminal justice agencies to strengthen their part in assessing, controlling and minimising the risk(s) posed by perpetrators. We will robustly manage repeat offenders and as a priority consider perpetrator programmes.

### **Priority 4 - Partnership working**

Together the Safer Hillingdon Partnership will work collaboratively in and with a broad coalition of partners as a coordinated community response to create a safer borough and a safer future for victims, survivors and future generations so that they can realise their full potential in life.

## **Our Objectives. We are committed to:**

- To increasing the reporting of Domestic Abuse (DA) and other forms of Violence Against Women and Girls (VAWG) incidents to the police or other agencies
- To preventing and reducing 'repeat victimisation' and prevent patterns of offending
- To preventing and reducing the number of serious crimes perpetrated
- To increasing the satisfaction of victims exposed to DA and VAWG incidents and crimes
- To increasing the community's confidence in our professionals and our partnership to preventing and tackling DA and VAWG
- To increasing the early identification of perpetrators, holding them to account and working to rehabilitate them and change their harmful behaviour
- To developing a sustainable Hillingdon Coordinated Community Response
- To further enhance the inclusive and informed partnership with statutory and voluntary sector organisations and our communities, which will be measured through feedback.

**The data outcomes from 2017/18 will be used as the base line to measure success.**

# Background and context

## International

The United Nations (UN) and its Member States have made a number of declarations throughout the years aimed at challenging gender inequality, discrimination and the human rights abuses of women and girls. Indeed there is wider recognition that such discrimination and abuses are rooted in the gender inequality in Political, Social and Economic structures. The evidence base across the globe clearly highlights that women and girls are disproportionately affected by domestic violence/abuse, rape and other sexual offences, human trafficking, domestic servitude, forced marriage, honour based violence/abuse, female genital mutilation and other forms of harmful practices. The disproportionate victimisation of women has led many global and national organisations to refer to this as Violence Against Women<sup>2</sup> and Gender Based Violence/Abuse; terms, which are used interchangeably. That said, it is also recognised that men and boys are victimised too.

### The UN defines:

**Violence Against Women (VAW)** as: *“Violence against women means any act of gender-based violence that results in, or is likely to result in, physical, sexual or psychological harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or in private life”.*<sup>3</sup>

**Gender-based violence (GBV) against women**<sup>4</sup> as: *“violence that is directed against a woman because she is a woman, or violence that affects women disproportionately. It includes acts that inflict physical, mental or sexual harm or suffering, threats of such acts, coercion and other deprivations of liberty”.*<sup>5</sup>

The international community, through the United Nations (UN), has agreed a number of Declarations, which were intended to set universal equality and other standards.<sup>6</sup>

**The Convention on the Elimination of All Forms of Discrimination against Women (CEDAW)** consists of 30 articles and was adopted in 1979 by the UN General Assembly.

**Article 1** of this convention defines discrimination against women as:

*“Discrimination against women includes any distinction, exclusion or restriction made on the basis of sex which has the effect or purpose of impairing or nullifying the recognition, enjoyment or exercise by women’, irrespective of their marital status, on a basis of equality of men and women, of human rights and fundamental freedoms in the political, economic, social, cultural, civil or any other field”.*<sup>7</sup>

<sup>2</sup> Violence Against Women (VAW) also includes violence against girls under 18 years too

<sup>3</sup> General Assembly Resolution 48/104 of 20 December 1993, Article 1 accessed via [www.un.org/womenwatch/osagi/ianwge2012/Executive-Summary-EGM-GBV-Workplace-Feb-21.pdf](http://www.un.org/womenwatch/osagi/ianwge2012/Executive-Summary-EGM-GBV-Workplace-Feb-21.pdf)

<sup>4</sup> It should also be noted that men are the victims of gender based violence too

<sup>5</sup> The UN Secretary General’s In-depth study of all forms of violence against women, 2006, p 15 A/61/122/Add.1 accessed via [www.un.org/womenwatch/daw/vaw/violenceagainstwomestudydoc.pdf](http://www.un.org/womenwatch/daw/vaw/violenceagainstwomestudydoc.pdf)

<sup>6</sup> [www.un.org/womenwatch/daw/cedaw/](http://www.un.org/womenwatch/daw/cedaw/)

<sup>7</sup> *ibid.*

In furtherance of the above, the Council of Europe adopted the **Istanbul Convention** on preventing and combating serious violence and domestic violence, which was ratified by HM Government with the enactment of legislation on 27 April 2017.<sup>8</sup> Amongst other matters, this Convention seeks to protect women against all forms of violence, and prevent, prosecute and eliminate violence against women and domestic violence.<sup>9</sup>

On 25 September 2015, the UN General Assembly also adopted a set of 17 Sustainable Development Goals (SDGs) to end poverty, protect the planet, and achieve prosperity for all the world's citizens as part of an ambitious sustainable development growth 15-year strategic plan.<sup>10</sup>

Many of these goals have a direct and indirect resonance and relevance to gender based violence and abuse as they relate to the causes and consequences of gender inequality.<sup>11</sup> The General Assembly was unequivocal in its aspiration to end gender inequality and with it the violence against women and girls.

**UN's Sustainable Development Goals' Vision**, which foresees gender equality and a just world where women and girls are empowered to achieve and are free of violence and exploitation: <sup>12</sup>

*'We envisage a world of universal respect for human rights and human dignity, the rule of law, justice, equality and non-discrimination; of respect for race, ethnicity and cultural diversity; and of equal opportunity permitting the full realization of human potential and contributing to shared prosperity. A world which invests in its children and in which every child grows up free from violence and exploitation. A world in which every woman and girl enjoys full gender equality and all legal, social and economic barriers to their empowerment have been removed. A just, equitable, tolerant, open and socially inclusive world in which the needs of the most vulnerable are met'.*

<sup>8</sup> Preventing and Combating Violence Against Women and Domestic Violence (Ratification of Convention) Act 2017, which received Royal Assent on 27 April 2017

<sup>9</sup> <https://rm.coe.int/168046031c>

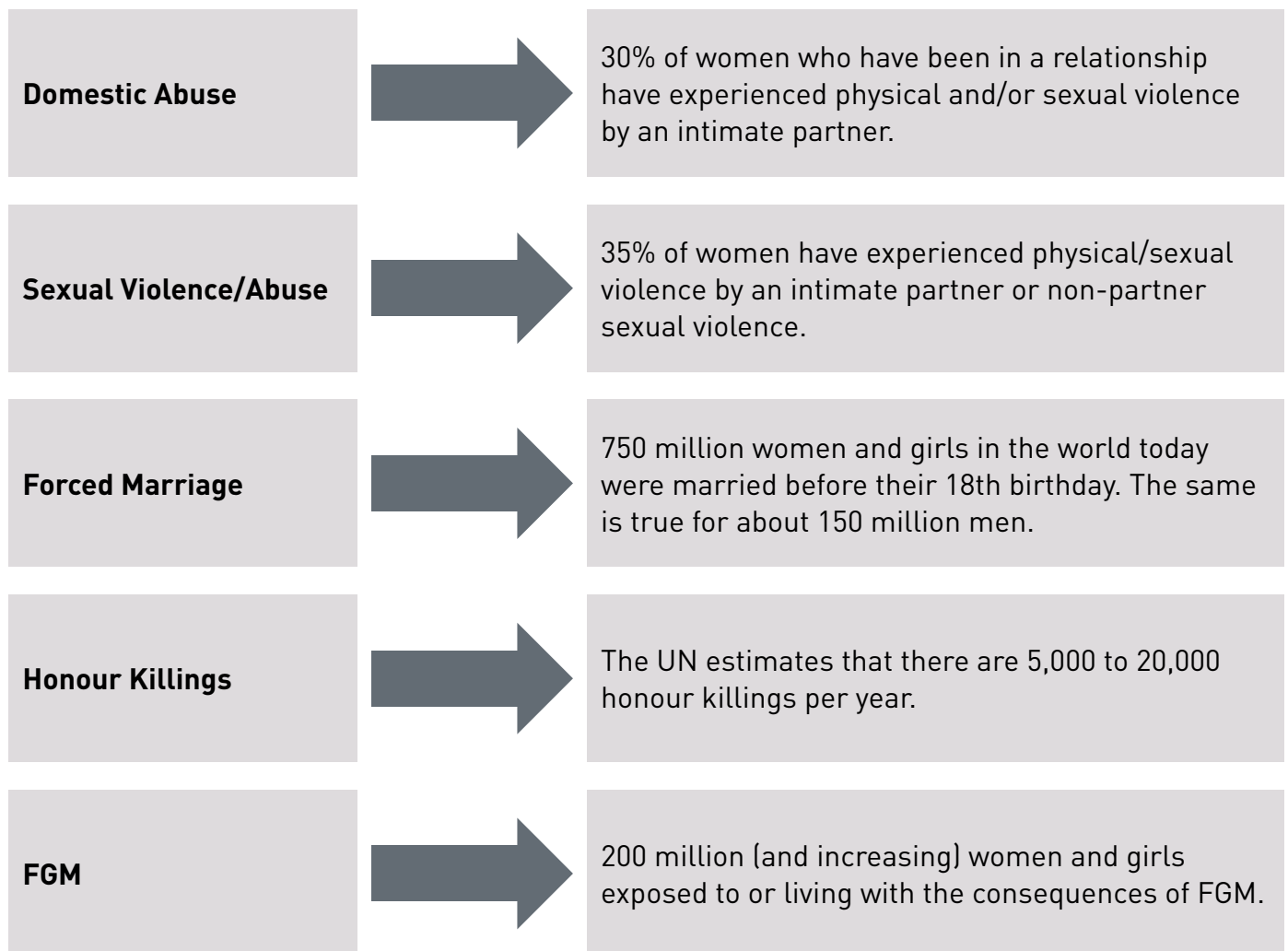
<sup>10</sup> [www.un.org/en/ga/search/view\\_doc.asp?symbol=A/RES/70/1&referer=http://www.un.org/en/ga/70/resolutions.shtml&Lang=E](http://www.un.org/en/ga/search/view_doc.asp?symbol=A/RES/70/1&referer=http://www.un.org/en/ga/70/resolutions.shtml&Lang=E) accessed on 10 July 2017.

<sup>11</sup> *ibid*

<sup>12</sup> *ibid*



## International context - the facts



## National and Regional (London)

HM Government and successive London Mayors have published Violence Against Women and Girls (VAWG) strategies, which provide leadership and direction to public authorities in tackling such violence and abuses.

Domestic abuse within a wider frame work of Violence Against Women and Girls is a key priority area given its prevalence and reach across all communities and its human and financial costs, for national, regional and local governments. There has been significant developments in both the legislation and policy in this area including the rolling out of Domestic Violence Protection Notice/Orders (DVPN/Os) and the Domestic Violence Disclosure Scheme (DVDS) - often referred to as Clare's Law, legislation including the Modern Slavery Act 2015, Serious Crime Act 2015, Anti-Social Behaviour, Crime and Policing Act 2014 amongst many other areas.

HM Government published its updated overarching Violence Against Women and Girls (VAWG) strategy entitled Ending Violence Against Women and Girls 2016-2020<sup>13</sup> in March 2016.<sup>14</sup> This national strategy has four principal pillars, which form its foundations namely; Prevention, Provision of Services, Partnerships and Pursuing Perpetrators. Indeed, it is these four pillars, which the Safer Hillingdon Partnership (SHP) will follow in providing its own proactive leadership in tackling Violence Against Women and Girls in all its forms; in conjunction with preventing and tackling offending against men and boys who are victimised too.


Upon publication of HM Government's updated strategy the then Minister for Prevention Abuse, Exploitation and Crime Karen Bradley said, "We know that these terrible crimes are disproportionately gendered which is why our approach must be framed within a violence against women and girls strategy. However, I recognise that men can also be victims of violence and abuse and the approach set out in this strategy will benefit all victims of these crimes".

In addition, prior to this in March 2013, the Home Office refreshed its definition of domestic abuse, which reflected the depth and breadth of victimisation. The definition states that<sup>15</sup>:


"Any incident or pattern of incidents of controlling, coercive, threatening behaviour, violence or abuse between those aged 16 or over who are, or have been, intimate partners or family members regardless of gender or sexuality. The abuse can encompass, but is not limited to: psychological; physical; sexual; financial; and emotional".<sup>16</sup>


The new definition specifically defines controlling and coercive behaviour in order to highlight the importance of recognising coercive control as a complex pattern of overlapping and repeated abuse within the context of power and control<sup>17</sup>:

"Controlling behaviour is a range of acts designed to make a person subordinate and/or dependent by isolating them from sources of support, exploiting their resources and capacities for personal gain, depriving them of the means needed for independence, resistance and escape and regulating their everyday behaviour".

<sup>13</sup>  [www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/522166/VAWG\\_Strategy\\_FINAL\\_PUBLICATION\\_MASTER\\_vRB.PDF](http://www.gov.uk/government/uploads/system/uploads/attachment_data/file/522166/VAWG_Strategy_FINAL_PUBLICATION_MASTER_vRB.PDF)

<sup>14</sup> HM Government published its first national VAWG strategy in 2010

<sup>15</sup> Home Office (2013) Introduction for Local Areas on the change to Definition of Domestic Abuse.  [www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/142701/guide-on-definition-of-dv.pdf](http://www.gov.uk/government/uploads/system/uploads/attachment_data/file/142701/guide-on-definition-of-dv.pdf)

<sup>16</sup> Accessed via  [www.gov.uk/guidance/domestic-violence-and-abuse](http://www.gov.uk/guidance/domestic-violence-and-abuse)

<sup>17</sup> As defined by section 76 Serious Crime Act 2015

“Coercive behaviour is an act or a pattern of acts of assault, threats, humiliation and intimidation or other abuse that is used to harm, punish, or frighten their victim”.

In addition, whilst the HM Government definition of domestic abuse applies to young people aged 16 and over, it is critical to acknowledge that domestic abuse can have far reaching consequences for children and young people under 16, who are often a part of the household where the abuse happens. In Hillingdon, we recognise such children and young people to be the victims of this violence and abuse too. Furthermore, we also recognise that there are children and young people under 16 years who commit violence and abuse against their siblings, parents or carers, which is not covered by the government’s definition, but recognise that early intervention and support is required.

The Mayor’s Office for Policing and Crime’s (MOPAC) Police and Crime Plan 2017-2021 sets out the Mayor’s priorities for the safety of London. Five priority areas have been identified, including violence against women and girls. In addition to this overarching plan, MOPAC has published The London Tackling Violence Against Women and Girls Strategy 2018 - 2021 . Priorities in this strategy include:


- Prevention
- Tackling Perpetrators
- Protecting and Supporting Victims

As well as the above our strategic approach to Violence Against Women and Girls and notably domestic abuse is influenced, shaped and drawn too from the tragic deaths of ‘Charlotte’ and ‘Lottie’<sup>18</sup>; two local women who were murdered in January and March 2015 respectively by their intimate partners. We recognise the very real harm, hurt and dire consequences for victims experiencing violence and abuses.

The analysis of the completed Domestic Homicide Reviews (DHRs) across England have been conducted by both the Home Office and Standing Together Against Domestic Violence separately. The Home Office’s report highlighted the top four common themes amongst the analysed reviews as follows<sup>19</sup>:

- Record keeping. This was highlighted as an issue in 28 out of 33 (85% of those sampled) intimate partner DVHRs sampled.
- Risk assessment. A commonly occurring theme with 27 out of 33 DVHRs (82%) highlighting this as an issue.
- Communication and information sharing between agencies. This was identified as an issue in 25 out of 33 (76%) DHRs sampled.
- Identification and understanding of domestic abuse. There were 24 cases (73%) where problems with identification and understanding of domestic abuse meant victims or perpetrators presented to agencies with possible signs of domestic abuse and/or domestic violence but this was not recognised or explored further.

<sup>18</sup> ‘Charlotte’ and ‘Lottie’ are pseudonyms used in the Domestic Violence Homicide Reviews for the victims. Pseudonyms are fictitious names used to protect the identity of the victims’ families.

<sup>19</sup> This report was first published in November 2013; was updated in December 2016 and is accessed via  [www.gov.uk/government/publications/domestic-homicide-review-lessons-learned](http://www.gov.uk/government/publications/domestic-homicide-review-lessons-learned)

The Standing Together Against Domestic Violence report, which analysed a sample of 32 DVHR reports, identified similar themes as the Home Office review. In addition, this review report highlighted the following important area<sup>20</sup>:

- Informal networks (i.e. the family and friends of victims) was also highlighted as a key way of promoting early intervention and to support this, there was a need for a programme to increase public awareness of domestic abuse and the support available.

<sup>20</sup> This report was published in June 2016 and is accessed via [www.standingtogether.org.uk/domestic-homicide-reviews](http://www.standingtogether.org.uk/domestic-homicide-reviews)

## UK and London context - the facts

### Domestic Abuse

UK: According to Crime Survey England and Wales 1.2 million women and 713,000 men aged 16 to 59 years were victims of DA in 2016. In the last three years there were 454 DA homicides in England and Wales. 76% of the victims were female.

London: In excess of 400,000 DA incidents per year.

### <sup>21</sup> Sexual Violence/ Abuse

UK: According to Crime Survey England and Wales there were an estimated 648,000 sexual assaults in the last year, to year ending March 2017 in 16 to 59 year olds. In the same period police forces recorded 121,187 sexual offences recorded by police in England and Wales of which 41,186 were rapes.

### Forced Marriage

In 2017 HM Government's Forced Marriage Unit managed 1,196 cases of forced marriage. 77.8% were females and 21.4% were males. 29.7% were under 18yrs. The cases managed related to 65 'focus countries'.

### Honour Killings

In the UK there are estimated to be 12 honour killings per year – although this figure is not confirmed.

### FGM

Between April 2015 and March 2018 NHS England identified 15,966 newly recorded cases of FGM.

<sup>21</sup> The data is sourced from the Office of National Statistics accessed via [www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/articles/sexualoffencesinenglandandwales/yearendingmarch2017](http://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/articles/sexualoffencesinenglandandwales/yearendingmarch2017)

## The local Hillingdon context

The Safer Hillingdon Partnership has recognised Violence Against Women and Girls and Domestic Abuse as one of its four priority areas in its annual plans for 2017/18 and 2018/19. This is unsurprising given that 15,091 Hillingdon residents have experienced domestic abuse in the past three years, of which 7,850 victims have experienced crimes including homicide, various levels of physical and sexual assaults, harassment, threats, intimidation and damage to their property.

Suffice to say, the police recorded data is only one part of a wider jigsaw of information depicting the prevalence of offending in Hillingdon.

### Hillingdon Independent Domestic Violence Advocacy (HIDVA) Service

The Hillingdon IDVA Service provides comprehensive support to victims of domestic abuse who are assessed as <sup>22</sup>medium to <sup>23</sup>high risk using the Domestic Abuse, Stalking, Harassment and Honour Based Violence (DASH) risk assessment model. In the 12 months ending 31 March 2018, HIDVA Service received a total of 610 referrals for their service. Of those referrals, 9.8% were repeat referrals - an increase from the previous year, where 4% of total referrals were repeat.

Young people aged 16 to 24 years made up a total of 11% of the referrals to the HIDVA service in 2017/18, which is a small decrease from the previous year, where this age group represented 13% of the referrals made. The HIDVA Service has an IDVA who is specifically trained to work with young people to build the capability of delivering specialist services to young people assessed as medium or high risk domestic abuse victims. Over a quarter of referrals to HIDVA were from a black and ethnic minority background.

Further analysis of the HIDVA Service's data revealed that 41.5% of their service users reported their abuser as having a mental health need and a further 33.3% as being either drug or alcohol dependent or as having co-dependency. These three areas either singularly or taken together are high risk factors associated with the perpetration of domestic abuse and can relate to either the abuser and / or the victim.

Of note is the trend in DASH assessed medium and high risk cases, which have presented over the last three years as follows:

- In 2014/15, 62% of service users were classed as medium to high risk;
- In 2015/16, this increased to 77% of service users; and
- In 2016/17 this increased to 87% of service users
- In 2017/18 this decreased to 65% of service users

### Multi-Agency Risk Assessment Conference (MARAC)

Multi-Agency Risk Assessment Conferences (MARAC) manage high risk domestic abuse cases with the aim of controlling and reducing the risk faced by the victim and others e.g. children. The following data relates to the work of the Hillingdon MARAC for cases heard in the past 12 months (up to the end of March 2018):

<sup>22</sup> DASH medium risk is: 'There are identifiable indicators of risk of serious harm. The offender has the potential to cause serious harm but is unlikely to do so unless there is a change in circumstances, for example, failure to take medication, loss of accommodation, relationship breakdown, drug or alcohol misuse'.

<sup>23</sup> DASH high risk is: 'There are identifiable indicators of risk of serious harm. The potential event could happen at any time and the impact would be serious'.




- Number of cases discussed was 329 (increased from 234);
- 13% of referrals were repeat cases (increase by 1%);
- 47% of victim referrals were from the BME community (London average is 48%);
- 0.6% of the referrals related to LGBT victims (London average is 1%);
- 9.4% of the referrals related to victims with disabilities (London average is 9%)
- Male victims accounted for 2.4% of all referrals (London average is 2%);
- Referrals for victims aged 16-17 accounted for four referrals (London average is four).
- There were 484 children in the 329 cases referred to MARAC.

Funded by London Councils, the National Domestic Violence Helpline delivers specialist helpline services for all survivors of domestic and sexual violence throughout London providing immediate practical and emotional support as well as signposting to other support services. In the 12 months; 1 April 2016 to 31 March 2017 the Domestic and Sexual Violence Helplines responded to 20,563 callers from London, of which 395 calls were received from Hillingdon residents - the ninth highest number of calls from London's 33 Boroughs (including the City of London area).

Given the prevalence of domestic abuse on the borough, the SHP has set an objective to reduce domestic abuse repeat victimisation by 5% over the first two years of the strategy. This aim is achievable and will be met through the actions set under each of the four pillars of this strategy.

As previously highlighted the SHP's strategic approach has been influenced and shaped from the tragic deaths of 'Charlotte and 'Lottie'; two female Hillingdon residents who were murdered in January and March 2015 respectively by their intimate partners. The SHP is absolutely committed to learning from their deaths and ensuring that this learning permeates this strategy, improves the effectiveness of the delivery of our services and how we do it. By doing so, we are committed to preventing violence and abuse, reducing repeat victimisation and doing all that we can to ensure that no other families feel the real pain and hurt by a family member's murder.

Both of the aforementioned 2015 domestic abuse homicides resulted in the completion of statutory Domestic Violence Homicide Reviews (DVHR)<sup>24</sup>. Both DVHRs have been approved by the Home Office's DVHR Quality Assurance Panel and have been published at  [www.hillingdon.gov.uk/dv](http://www.hillingdon.gov.uk/dv).

An analysis of the two DVHRs and their recommendations suggest that there are a number of common themes and areas for improvement, as follows:

1. **Risk identification, assessment and escalation.** Gaps in the use of a common risk assessment tool were identified, as well as an understanding that risk is dynamic and assessments need to be repeated to ensure victim safety. A better understanding of domestic abuse is also needed to ensure professional judgement is used to assess levels of risk and escalation.
2. **Training and awareness.** This covers training of frontline practitioners in a range of subjects (such as coercive control, safe disclosure, conducting risk assessments), as well as raising residents' awareness of domestic abuse and where to go for help.
3. **Support services.** There is a need to audit the current service model for domestic abuse to ensure it meets the needs of victims and their families.
4. **Pursuing offenders.** In addition to investigating the feasibility of providing a programme which offers domestic abuse perpetrators the chance to change their behaviour, the reviews also

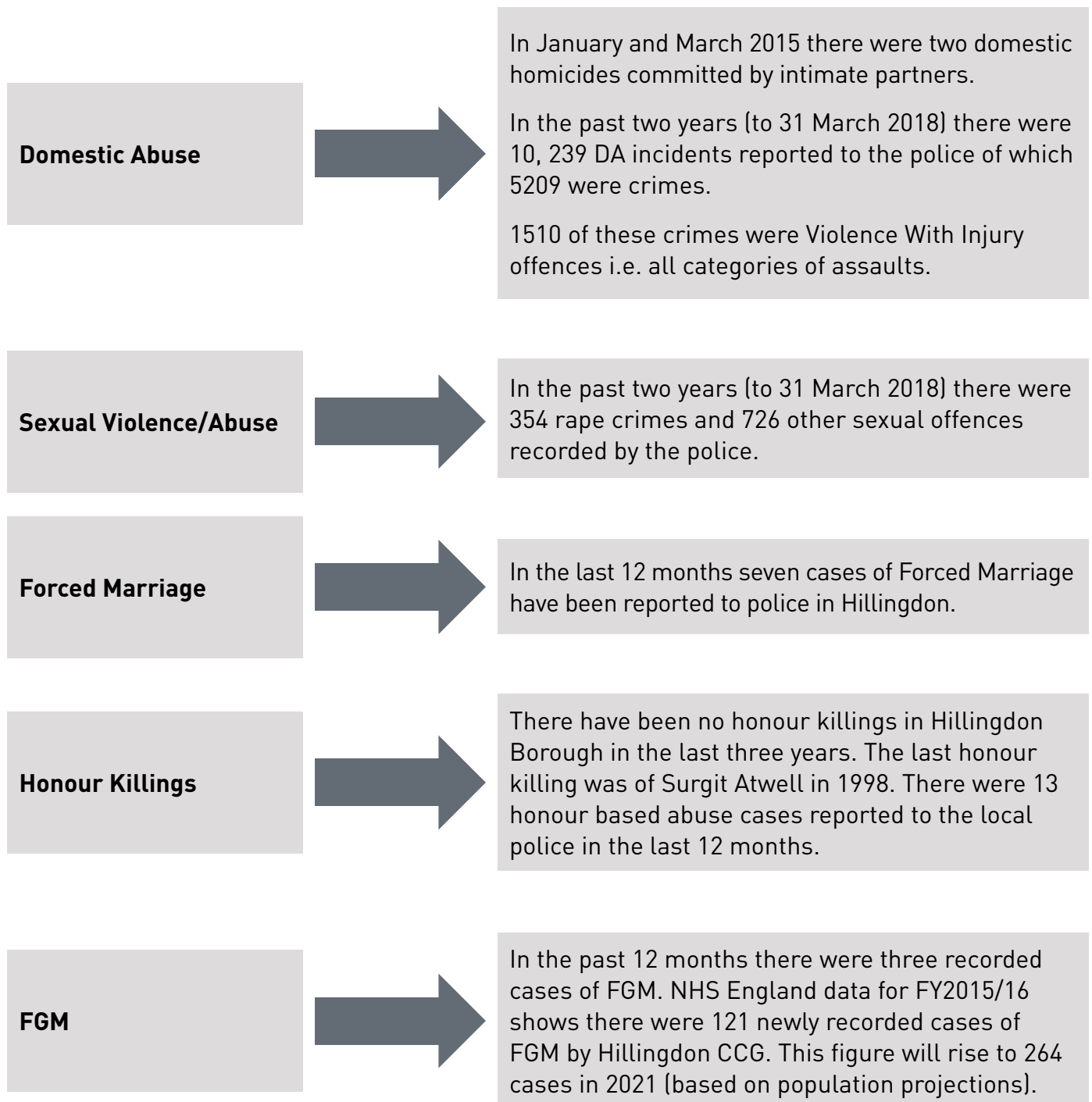
<sup>24</sup> These DVHRs were commissioned by the Safer Hillingdon Partnership in accordance with the section 9 Domestic Violence, Crime and Victims Act 2004

identified the need for all agencies to ensure they assess and take the appropriate steps to address the abusive behaviour of perpetrators.

**5. Partnership working.** The two reviews identified the need to strengthen our response by ensuring all services work in a coordinated and integrated way.

These themes mirror those found in the national analysis of DVHRs detailed above and have been incorporated into this strategy and the accompanying action plan.

## Hillingdon context - additional facts



# Priorities for action

In moving forward to 2021 the Safer Hillingdon Partnership aims to achieve the objectives of this strategy through the following programme of work:

## Priority 1 – Prevention and early intervention

Together we will work with communities, civil society organisations and other partners to make the violence and abuse of women, men and children unacceptable and dishonourable in all our communities. By using evidence based approaches and a resilient coordinated community approach we will protect victims and tackle and break the cycle of offending.

### Commitments – what are are going to do

- We will adopt an approach focussed on early intervention and prevention, not crisis response.
- We will work with local communities, local charities and non-government organisations and others e.g. local businesses to tackle violence and abuse.
- We will ensure there are clearer referral pathways whereby victims (as well as concerned family, friends and employers) know where to go for help and advice.
- We will ensure that young people have the right skills to minimise the risk of violence and abuse by developing healthy relationships.
- We will ensure that children and young people who have been victimised or otherwise affected by violence and abuse are identified early and are supported by specialist support services.
- We will ensure our professionals have the right knowledge, the right capability and the right skills to identify the signs of abuse and know how to respond in a timely way.
- We will ensure that risk assessment, risk identification and risk management is robust, effective and consistent.
- We will ensure that co-ordinated referral pathways following risk assessment are embedded in service practice.
- We are committed to researching technology on how best to keep victims safe and to ensure that they have the right information to make the right decisions and know how to access the right support e.g. through the use of mobile phone apps.

### Actions – how we are going to do it

- Conduct a Needs Assessment through engagement with professionals, NGOs and service users to support an intelligent and cost effective commissioning process.
- Further refine the SHP's communication strategy, which will ensure our communications are clear and consistent. We will have a focus on perpetrators (although not exclusively) and our zero tolerance approach. We will also provide safety advice, information about spotting the signs of abuse and more clearly signpost victims, family, friends and employers etc to accessible routes for advice and specialist support.
- We will with the support of the community develop a Community Advocates Scheme to support our coordinated community response.
- We will seek the support of women and men to act as role models and advocates of challenge and change e.g. through a Bystander Initiative.
- We will develop and implement an effective engagement strategy whereby we'll engage and listen to the views and experiences of those affected by violence and abuse and those who provide specialist services. We will use this learning to improve our responses. Our

engagement will also focus on affected communities, the wider community, faith leaders, educationalists, business employers, police and health professionals.

- We will work to make our services more accessible for those who need them most through clear referral pathways, the smart use of technology etc.
- We will produce public information, which makes it clear to people what violence and abuse is, how to spot the signs of it and how to respond to it as a victim, witness or a concerned person.
- We will develop and deliver a multi-agency partnership training programme to support all professionals by building their skills, knowledge and capability in responding to victims, perpetrators and others so affected e.g. children and young people.
- In building the knowledge and capability of our professionals there will be a focus on prevention and early intervention, spotting the signs, responding effectively, understanding risk and risk management e.g. DASH model, understanding associated with victims and survivors with complex needs and the intersection between race, gender and sexual orientation.<sup>25</sup>
- With the NHS CCG, the SHP will review the evidence base for commissioning the IRIS<sup>26</sup> programme designed specifically for primary health care teams.
- Work with the Hillingdon Safeguarding Boards (Adult and Children), the Health and Well Being Board and other strategic bodies to make certain our strategies are complementary.
- We will develop a whole education approach to promote student safety using tried and tested preventative and education programmes that improve attitudes towards gender equality and supports the development of healthy relationships.
- To ensure there's a consistent approach to risk assessment across the partnership including a shared understanding and use of the use of DASH (2009) model.
- To ensure a consistent approach, information sharing underpins our aims for effective risk assessment, identification and management and further action.
- Establish a procedure for all agencies and the MATAAC, MAPPA, MARAC, CR MARAC and IOM to respond appropriately to situations in which a known perpetrator poses a risk to person(s) not currently known to agencies, including those out of area.
- To make certain professionals operating across the partnership are confident in sharing information in a timely way.
- To ensure that the Victims' Code; where relevant permeates the work of the partners.
- To develop a Victims' Charter.
- Work with partners to create safe spaces or havens for victims and prospective victims.

<sup>25</sup> Inter-sectionality refers to the interconnection of sex, gender, race, disability, sexual orientation and other categories of social identities and how these can impact on women, men and children who experience domestic abuse accessing the help and services they need.

<sup>26</sup> IRIS (Identification and Referral to Improve Safety) is a general practice-based domestic violence and abuse training support and referral programme developed specifically for front-line health services.

## Priority 2 – Service provision


Together we will engage with victims and survivors' and understand their experiences of our services and those acting on our behalf. We will listen to them and take action to improve what we do. We will commission services intelligently and secure the right ones to meet local needs in providing high quality coordinated services to prevent violence and abuse and repeat victimisation in a longer term sustained way.

### Commitments – what are are going to do

- We will ensure our commissioning process is conducted in line with HM Government's National Statement of Expectations.<sup>27</sup>
- We will focus our energy, commitment and resources on ensuring that we have high quality, coordinated services, which are responsive to, and meet the needs of our diverse communities at all stages of their journey.
- To do the above we will work as part of an efficient and effective collaborative partnership to ensure our staff have the right skills, capability and resources to identify those most at risk of violence and abuse.
- We will demonstrate to victims and survivors that as a partnership we listen and learn. We will listen to them about their experiences of our services and use that information in how we shape our services and how our professionals respond.
- We will ensure that victims/survivors and others affected e.g. children, where necessary are referred to the right specialist support agencies in a speedy way first time every time.
- We are committed to the Troubled Families Programme, which will see families with complex needs being supported by connected joined up services, developing one joint overall assessment and one plan to solve problems, which is delivered in a consistent way.
- We will make certain that the partnership's joint support services cover all risk levels (standard [sometimes referred to as low], medium and high), for crisis intervention and longer-term recovery.

### Actions – how we are going to do it

- We will make certain that the recommendations from two Domestic Violence Homicide Reviews permeate all that we do including commissioning services, communication and training. We will do this in a sustained and longer term way.
- We will finalise a mapping exercise of VAWG specialist support services to inform an intelligent, effective and cost effective commissioning process.
- We will use the mapping exercise to identify the gaps in service provision and map out all the service providers operating in Hillingdon to build our coalition of coordinated partners and build a resources guide to support our professionals.
- We will develop a needs-led service, which ensures that we have the right high quality, coordinated services that are responsive to, and meet the needs of our diverse communities at all stages of their journey.
- We will support the sanctuary project so that Victims' and their children can be safe in their own homes or otherwise support victims to find safe accommodation.
- We will keep under review our local housing policies and procedures and how it affects DA victims and perpetrators. This will include their qualification and prioritisation of allocation

<sup>27</sup>  [www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/574665/VAWG\\_National\\_Statement\\_of\\_Expectations\\_-\\_FINAL.PDF](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/574665/VAWG_National_Statement_of_Expectations_-_FINAL.PDF)



and will consider how DA victims are adversely affected by policy (including through the perpetrator's conduct e.g. non-payment of rent). We will also consider guidance relating to accommodating DA perpetrators.

- We will engage with and empower communities to seek, design and deliver local solutions to prevent violence and abuse as part of our coordinated community approach.
- We will undertake intrusive and supportive monitoring of our commissioned services to ensure that accredited standards and contracted commitments are met i.e. provide a sustained high quality and continuously deliver an effective victim focussed service.
- We will conduct regular and timely reviews to ensure our service provision and those acting on our behalf is adequate and meet the needs of service users.
- To ensure continuous improvement we will actively engage with and listen to service users and actively seek out learning opportunities and evidenced based approaches. We will learn from the past. We will also build on our good practices such as Operation Limelight tackling FGM and other harmful practices.<sup>28</sup>
- We will share learning from the two local domestic violence homicide reviews (DVHRs) and other reviews. We'll ensure the learning and recommendations permeate our strategies, approach and training.
- We will ensure that service users have a voice in our governance/meeting structure and that lay members are recruited to the structure. We will develop a victims and survivors' forum to use their experiences to shape and influence what we do.
- We will conduct a review of how IDVA services are delivered to ensure the most effective service is provided to medium and high risk victims (including reviewing repeat victims' cases to ensure reduction in risk levels).

### **Priority 3 - Pursuing perpetrators**

Together we will work with partners to strengthen the Criminal and Civil Justice response to perpetrators. We will work with all partners including non-criminal justice agencies to strengthen their part in assessing, controlling and minimising the risk(s) posed by perpetrators. We will robustly manage repeat offenders and as a priority consider perpetrator programmes.

#### **Commitments – what are are going to do**

- We will promote and take forward a community zero tolerance approach, which makes violence and abuse unacceptable, intolerable and dishonourable.
- We will work with victims, survivors, employers and community members to identify perpetrators, who will be held to account.
- We will create the conditions whereby perpetrators can identify that they are a perpetrator and seek self-help.
- We will take the challenge to perpetrators/offenders and challenge them to change their abusive behaviour.
- We will work with partners to identify and commission a perpetrator management programme(s) for male and female perpetrators.
- Together we will review all core components of the Criminal and Civil Justice responses to

<sup>28</sup> Operational Limelight is a multi-agency partnership initiative involving Children Social Care, Metropolitan Police Service, UK Border Force and charities working at Heathrow Airport engaging with affected communities and airport staff to raise awareness to prevent Female Genital Mutilation (FGM), Forced Marriage (FM) and other harmful practices.

ensure that they are fit for purpose by meeting the needs of victims, witnesses, defendants, applicants and respondents.

- We will utilise the fullest range of powers to protect victims and survivors and ensure that victims and potential victims understand them e.g. DV Disclosure Scheme.<sup>29</sup>
- We will work to ensure that the Borough's risk management processes and structures i.e. MATAAC, MARAC, MAPPA, CR MARAC and IOM are integrated and the best that they can be to prevent repeat offending and therefore repeat victimisation.
- We will reduce the number of repeat offenders living or visiting Hillingdon Borough through our proactive partnership response.
- We are committed to researching technology and other schemes e.g. alcohol testing to more effectively manage perpetrators and their offending behaviour.

### **Actions – how we are going to do it**

- We will develop a public awareness campaign, which focuses on the zero tolerance of violence and abuse. We will take the challenge to perpetrators and challenge their behaviour and conduct.
- We will develop proactive tactical plans around perpetrators being managed through the Operation Dauntless initiative.<sup>30</sup>
- We will increase the number of repeat perpetrators being managed by the Borough's partnership.
- We will include repeat DA perpetrators on a DA focussed Integrated Offender Management (IOM) Scheme or similar.
- We will ensure that robust investigative procedures are in place by exploiting technology e.g. body worn video, ABE Interviews of victims and witnesses to gather best evidence to support prosecutions including 'un-supported' prosecutions<sup>31</sup>
- We will seek the support of our police partners in ensuring that repeat perpetrators arrested for offences of violence are COZART drug tested when they enter police detention (custody).
- We will lead a review across all service providers to assess knowledge of / and integrated work with the Borough's risk management processes and structures i.e. MARAC, MAPPA, CR MARAC and IOM. We'll ensure they're the best that they can be to prevent repeat offending and therefore repeat victimisation.
- We will ensure that our risk management processes are complementary to each other, reach accredited standards and that there's information sharing agreements with other partners, which provide services to the perpetrator and/or their family.
- We are committed to providing avenues for perpetrators to recognise and change their destructive behaviour.
- We will ensure there's timely intervention and provision for perpetrators before and after they are released from prison by working with HM Prisons, National Probation Service (NPS) and Community Rehabilitation Company (CRC) to develop support including a review of the provision of suitable housing, access to training schemes, substance misuse and /or behavioural management schemes and the like.

<sup>29</sup> The DV Disclosure Scheme is also known as Clare's Law

<sup>30</sup> Operation Dauntless is a Metropolitan Police Service coordinated initiative, which identifies and tackles persistent domestic abuse perpetrators

<sup>31</sup> An 'un-supported' prosecution is a prosecution, which a victim declines or feels unable to participate in.

## Priority 4 - Partnership working

Together the Safer Hillingdon Partnership will work collaboratively in and with a broad coalition of partners as a coordinated community response to create a safer borough and a safer future for victims, survivors and future generations so that they can realise their full potential in life.

### Commitments – what we are going to do

- We will be an inclusive partnership, which values diversity and values the voice of service users, civil society organisations and independent/lay people.
- As a partnership we are committed to a step change in our approach to VAWG and recognise the gendered nature of offending. We also recognise that men and boys are victims of these crimes too and women can be perpetrators.
- We will conduct regular reviews of our joint approach through this strategy (and its delivery plan) and instigate change where necessary.
- We will develop and deliver a coordinated community response (CCR) to prevent and tackle violence and abuse. The CCR will include statutory and non-statutory partners.
- We will develop and cement the strong partnership arrangements underpinning a coordinated community response and establish an operating protocol and principles.
- We will provide visible, transparent and accountable local leadership through a resilient governance/meeting structure, which will be subject to scrutiny and review.
- We will identify and ensure learning and best practice is embedded in service delivery.
- We are committed to making certain that the governance structure will match the demand of a broader approach to the VAWG crime types.
- We will develop a delivery plan, which will drive this strategy. The accountable delivery plan will be underpinned by a performance management framework (including a system of review).

### Actions – how we are going to do it

- We will conduct quarterly reviews of this strategy and the governance structure and instigate change when needed.
- As part of the step change we will step up the tempo and regularity of the Steering Executive, which provides strategic oversight of the work on behalf of the SHP.
- We will review and update the protocols and procedures that link all agencies to working together to provide a seamless service to victims and survivors e.g. information sharing protocols, operating principles.
- We will produce and publicise an annual report on the progress of this strategy.
- We will be an inclusive partnership, where the voice of service users, civil society organisations and independent/lay people will be heard through membership of our governance structure forums.
- We will develop a local Bystander programme to raise awareness and encourage changes to attitudes, beliefs, social and cultural norms and peer group relationships.
- We will develop an employers' initiative to better support victims and survivors who work in Hillingdon.
- We will work with our Night Time Economy providers to ensure this environment is safe for residents, visitors and workers.

## **Governance and implementation of the strategy**

We know that effective governance of this strategy will be critical to ensure that we deliver our overall commitments. We have taken action now and improved our governance arrangements through the rejuvenated and re-focused Domestic Abuse Steering Executive and delivery structure so that decisions and work streams are much better co-ordinated, prioritised and supported.

The Domestic Abuse Executive Steering Group chairperson provides a direct link by attending the Safer Hillingdon Partnership Board (our local Community Safety Partnership), which further improves governance, accountability and access to strategic support. In addition, the Steering Executive is supported by 5 time-limited operational delivery groups, which will drive the work of this strategy and its delivery plan (underpinned by the above commitments and actions), the DA Steering Executive and the recommendations from the two local DVHRs.

The delivery structure has read across to the Safeguarding Children's Board, the Safeguarding Adults and the Health and Well Being Boards, which ensures policies and strategies are consistent and complementary.

In addition, the work of the operational delivery groups will be supported by lay or independent members and a Victims' / Survivors' forum to offer transparency and public confidence and to ensure that service users voices permeate all that we do; influence and improve service delivery, the commissioning process and to influence the training of professionals.

This structure is depicted in Appendix C.

The DA Steering Executive will meet four to six times a year, whilst the operational delivery/ sub-groups, which are chaired by senior council officers and a senior police officer will meet more frequently to drive and deliver the work areas.

## **Accountability**

The Safer Hillingdon Partnership (SHP) is the key statutory mechanism for ensuring that we provide a robust and coordinated response to violence against women and girls and domestic abuse in Hillingdon.

The SHP is a multi-agency partnership, as required under the Crime and Disorder Act 1998, with senior representation from the Hillingdon Local Authority, Metropolitan Police Service (Hillingdon Borough), London Fire Brigade (Hillingdon), National Probation Service, Community Rehabilitation Company, Clinical Commissioning Group and the Cabinet Member (a locally elected councillor) responsible for community safety.

The chairperson of the Domestic Abuse Steering Executive Group attends the SHP Board meetings to provide performance updates on the work being undertaken as part of this strategy.

The SHP will publish an annual progress report, which will be published and demonstrate progress being made against the set priorities.

## **Measuring impact**

In addition to the qualitative updates given by each sub-group chair, it is important that we are able to utilise statistics to ensure that the work we are doing is having an impact. For example, one of the work streams within the prevent and engagement priority is to develop a comprehensive communications strategy. This will include work to raise residents' knowledge of Domestic Violence and the Domestic Violence Disclosures Scheme (Clare's Law) so that that we can encourage more victims to come forward and seek help and initiate 'risk to ask' and 'right to

know' requests. Whilst it is useful to have performance updates regarding the implementation of the communications campaign, the true impact will be to gauge an uplift in the number of domestic abuse cases and the volume of requests to the police under Clare's Law. Only then will we truly know that our work is making a difference.

We will work towards each priority area having a set of key performance indicators which we can monitor to determine whether our work is having the desired impact.



# Appendix A: Glossary of terms

Types of Violence Against Women and Girls	Definition
Violence Against Women and Girls	Any act of gender-based violence that is directed at a woman because she is a woman or acts of violence which are suffered disproportionately by women (United Nations)
Domestic Violence and Abuse	A pattern of incidents of controlling, coercive or threatening behaviour, violence or abuse between those aged 16 or over who are or have been intimate partners or family members regardless of gender or sexuality. This can encompass, but is not limited to, psychological, physical, sexual, financial and emotional abuse. In extreme cases this includes murder. Controlling behaviour is: a range of acts designed to make a person subordinate and/or dependent by isolating them from sources of support, exploiting their resources and capacities for personal gain, depriving them of the means needed for independence, resistance and escape and regulating their everyday behaviour. Coercive behaviour is: an act or a pattern of acts of assault, threats, humiliation and intimidation or other abuse that is used to harm, punish, or frighten their victim (Cross-government definition introduced in 2012).
Female Genital Mutilation (FGM)	All procedures that involve partial or total removal of the external female genitalia, or other injury to the female genital organs for non-medical reasons (World Health Organisation).  It is mostly carried out on young girls at some time between infancy and the age of 15. Unlike male circumcision, which is legal in many countries, FGM is now illegal across much of the globe, and its extensive harmful health consequences are widely recognised.
Forced Marriage	A marriage conducted without valid consent of one or both parties, where violence, threats, coercion or deception is used to force one or both parties to get married (Section 121 Anti-social behaviour Crime and Policing Act 2014)
Honour Based Violence/Abuse	Violence committed to protect or defend the honour of a family and/or community. Women and girls are disproportionately targeted for alleged or perceived breaches of a family's or community codes of honour or behaviour.  There is no statutory definition of honour based violence/ abuse.
Sexual violence including rape	Sexual contact without the consent of the woman/girl /man/ boy. Perpetrators range from total strangers to relatives and intimate partners, but most are known in some way. It can happen anywhere – in the family/household, workplace, public spaces, social settings in the UK.

Types of Violence Against Women and Girls	Definition
Sexual abuse	<p>Sexual abuse involves forcing or enticing a child or young person to take part in sexual activities, including prostitution, whether or not the child is aware of what is happening. The activities may involve physical contact, including penetrative (e.g. rape, buggery or oral sex) or non-penetrative acts. They may include non-contact activities, such as involving children in looking at, or in the production of, sexual online images, watching sexual activities or encouraging children to behave in sexually inappropriate way (Working to Safeguard Children [2006]).</p>
Child sexual exploitation (CSE) and abuse	<p>Sexual exploitation of children and young people under 18 involves exploitative situations, contexts and relationships where young people (or a third person or persons) receives 'something' (e.g. food, accommodation, drugs, alcohol, cigarettes, affection, gifts money) as a result of them performing, and/or another or others performing on them, sexual activities. Child sexual exploitation can occur through the use of technology without the child's immediate recognition; for example being persuaded to post sexual images on the internet/mobile phones without immediate payment or gain. In all cases, those exploiting the child/young person have the power over them by virtue of their age, gender, intellect, physical strength and/or economic or other resources. Violence, coercion and intimidation are common, involvement in exploitative relationships being characterised in the main by the child or young person's limited availability of choice resulting from their social/economic and/or emotional vulnerability.</p> <p>Girls involved in or connected to groups or gangs are at risk of sexual exploitation by the members of such groups. The Office of the Children's Commissioner has defined CSE in gangs and groups in its 2013 report.</p>
Stalking	<p>Repeated (i.e. on at least two occasions) harassment causing fear, alarm or distress. It can include threatening phone calls, texts or letters; damaging property; spying on and following the victim.</p>
Prostitution	<p>Prostitution is the business or practice of engaging in sexual activity in exchange for payment either as money, goods, services, or some other benefit agreed.</p> <p>It is a victim-centred and not victim-less as some people may perceive given the violence, abuse and exploitation, which is often associated with it. Any sexual activity with a young person under 16 years is rape and is a serious form of child abuse too and whereby other serious sexual offences are committed. It is often associated with human trafficking too, whereby victims are trafficked into and cross the UK and are forced to work in the so-called 'sex industry'.</p>

# Appendix B: Abbreviations

Abbreviation	Full wording
CCG	Clinical Commissioning Group
CCR	Coordinated Community Response
CRC	Community Rehabilitation Company
CR MARAC	Community Risk Multi-Agency Risk Assessment Conference
CSE	Child Sexual Exploitation
DA	Domestic Abuse
DASH	Domestic Abuse, Stalking, Harassment and Honour Based Violence
DV	Domestic Violence
DVHR/DHR	Domestic Violence Homicide Review/Domestic Homicide Review
FM	Forced Marriage
FGM	Female Genital Mutilation
GBV	Gender Based Violence
HBA	Honour Based Abuse
HIDVA	Hillingdon Independent Domestic Violence Advocate
IDVA	Independent Domestic Violence Advocate
IOM	Integrated Offender Management
LSCB	Local Safeguarding Children's Board
MATAC	Multi-Agency Tasking and Coordination
MOPAC	Mayor's Office for Policing and Crime
NHS	National Health Service
NPS	National Probation Service
MAPPA	Multi-Agency Public Protection Arrangements
MARAC	Multi-Agency Risk Assessment Conference
SAB	Safeguarding Adults Board
SDG	Sustainable Development Goal
SHP	Safer Hillingdon Partnership
UN	United Nations
VAWG	Violence Against Women and Girls

# Appendix C: Governance and Delivery Structure

