

Let's not wait for 35

Report of the Domestic Violence Scrutiny Working Group

London Borough of Tower Hamlets
March 2006



	Page
Acknowledgements	3
Chair's foreword	4
Recommendations	5
Introduction	6
Findings	
A Domestic Violence in Tower Hamlets	7
B Strategic Overview	8
C Service Users	11
D Service Providers	15
Conclusion	17

Draft - V4

Acknowledgements

The Working Group would like to thank the five victims of domestic violence who attended and contributed to the second session of the working group. The courage and commitment shown to talk openly about their experiences was moving for the members of the working group and officers present. We hope that the views and concerns raised during this session are reflected throughout the report.

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Chair's foreword

Being the scrutiny lead for living safely has afforded me an excellent opportunity to lead this review into domestic violence services in Tower Hamlets. It has let me meet with people who are directly involved in providing services to some of the most vulnerable people in our local community. But most importantly the review has given me the chance to meet with those who have been unfortunate to have been victims of domestic violence and hear first hand their views of services that assisted and supported them.

I have been clear that the intention of the review and this report is to raise awareness of the issues involved with domestic violence in Tower Hamlets, which is vitally important. It is also to make recommendations to improve services in response to the problem of domestic violence. I hope that the response meets the intentions of the report and that these sometimes forgotten issues and voices are heard in the Council's wider making policy arenas.

I was struck during the course of the review that research from the 'Tower Hamlets Crime and Disorder Audit' (2004) indicates that, on average, a person reporting domestic violence will already have been a victim on 35 occasions. I thought this was a powerful statistic and worth reflecting in the title of our report.

This statistic makes it clear to me that the issues raised in this report will only be progressed in partnership. Together councillors, the Council, other services and the voluntary sector have to demonstrate through policies and action that all that can be done will be done to: support and help the victims of domestic violence, deal effectively with the perpetrators of domestic violence, and be united in our condemnation of this crime.

Cllr Abdul Aziz Sardar
Scrutiny Lead, Living Safely

Recommendations

The Working Group recommendations focus on areas requiring consideration and action from the Council and other organisations working to deal with the consequences of domestic violence. The recommendations will help improve the local response to domestic violence.

- R1 The Council consider further opportunities for improving the ability of victims to report domestic violence. For example through the use of the Council's internet, kiosks and one stop shops.
- R2 The Council should regularly assess that the balance of services provided matches the profile of victims of domestic violence. This will ensure those of different gender, ethnicity and age are given the help they need.
- R3 The Council's Corporate Policy on Domestic Violence be revised and updated to reflect changes nationally, across London and locally to domestic violence.
- R4 The Council's Corporate Policy be developed in consultation with the Domestic Violence Forum and the Living Safely Community Plan Action Group.
- R5 The Council's definition of domestic violence reflect the national definition of domestic violence.
- R6 The Council consider further how it can improve and monitor the consistency of the response given to domestic violence victims. This should also be discussed through the Violent Crime Action Group.
- R7 A scheme, modelled on the Safety Net Scheme in Camden, be developed. This should involve and consult service users in its development.
- R8 The Council recognises that peer support is important in recovery from domestic violence and supports and secures sustainable funding for the Warrior Women project.
- R9 The Council recognises that supporting women to choose to stay in their own home safely is immensely valued by those recovering from domestic violence and secures sustainable funding for the Sanctuary project.
- R10 When victims of domestic violence are re-housed outside of Tower Hamlets, the Council should ensure that receive information about the domestic violence services they can access.
- R11 The Council develops an Action Plan to deal with the perpetrators of domestic violence. This should recognise the need to improve the way perpetrators are dealt with by the police and criminal justice system and outline action to rehabilitate perpetrators to ensure re-offending does not occur.
- R12 Information be developed across services and provided to domestic violence victims about the services that are available to them and the standards of service they should expect.

Introduction

1. The Working Group was established in February 2006 to investigate domestic violence in Tower Hamlets and the multi agency response to the problem. The intention of the investigation was to raise awareness of domestic violence in Tower Hamlets and to make recommendations that would improve the response to those unfortunate to be victims of domestic violence.
2. The working group established was politically balanced and comprised of six councillors. The Chair of the working group was Councillor Abdul Aziz Sardar, Scrutiny Lead, Living Safely. It met a total of three times in putting together this report.
3. The working group first met with Philippa Chipping, the Council's Domestic Violence Co-ordinator. At this meeting the members of the working group received a strategic overview of domestic violence in Tower Hamlets, the Council's Corporate Policy and Action Plan on domestic violence and the multi agency response to domestic violence. Members were also made aware of the Mayor of London's Domestic Violence Action Plan and national frameworks for tackling domestic violence.
4. The group then met with 5 victims of domestic violence to gain a broader understanding of the reality of domestic violence from those who had experienced it. The victims of domestic violence had all used services co-ordinated through the domestic violence action group. The session was undertaken on the grounds that all information given by the victims would be anonymous and their confidentiality guaranteed. It was agreed that no more than three members of the working group would attend this session. These members received a briefing note and awareness training on domestic violence to prepare them for the meeting.
5. The third meeting of the working group was with a range of service providers. The service providers represented a broad spectrum of different services that directly deal with domestic violence in Tower Hamlets. Some were from statutory services such as the police, the Primary Care Trust and the Council's Housing Service, while others were from voluntary and third sector organisations that focus specifically on supporting victims of domestic violence.
6. The Overview and Scrutiny Committee will consider the working group's report and recommendations. The Council's Cabinet will then consider the report and its recommendations with an Action Plan in response. All of the organisations and individuals that participated in the review have had an opportunity to comment on the reports finding and recommendations – where possible these comments have been incorporated into the report.

Findings

A. Domestic Violence in Tower Hamlets

7. At the first meeting of the working group, Philippa Chipping, the Domestic Violence Co-ordinator gave us an overview of domestic violence in Tower Hamlets. The Domestic Violence Team, which Philippa co-ordinates, was established in 1998. Since then, significant progress has been made in a number of areas including the reporting of domestic violence, supporting victims and dealing with the perpetrators of the crime. All of which the working group welcomes and wishes to see continue and improve in the future.
8. In 2004/05, there were 4,192 incidents of domestic violence reported to the police in Tower Hamlets. 2,289 were offences and 1,903 non-crime book incidents. This represents an increase of 16% compared with 2003/04. The number of incidents represents 6% of all reported crime and 25% of reported violent crime - the largest proportion of violent crime committed in the borough. Significantly, the intensity and severity of abuse usually escalates over time. The working group believes that it is important to be clear about the seriousness of domestic violence crimes committed. In 2004/05 3 murders – out of a total of 6 in the borough – were domestic violence related. This requires a serious response.
9. The majority of victims are women (79%). There are however, a significant number of male victims of domestic violence. 85% of perpetrators are male. We think that it is important that the support provided takes account of the composition of the victims of domestic violence.
10. The ethnic background of those reporting domestic violence largely mirrors the ethnic composition of the wider population of Tower Hamlets. There has been a significant improvement over the last 4 years of reporting from Asian victims rising from 23% to 35%. Before this, there had been a significant under reporting of domestic violence from Asian victims.
11. The working group was unable to get an age profile of victims of domestic violence. We are aware however of a number of campaigns by Help the Aged to raise awareness of domestic violence among older people and how this is often under reported.

Recommendations:

We welcome the significant progress that has been made on the reporting of domestic violence in Tower Hamlets amongst all different types of people unfortunate to have been victims. We recognise that improving the reporting of domestic violence is difficult, due to issues including confidentiality and safety. We recommend:

- R1 The Council consider further how to improve the ability of victims to report domestic violence. For example through the use of the Council's internet, ikiosks and one stop shops.**
- R2 The Council should regularly assess that the balance of services provided matches the profile of victims of domestic violence. This will ensure those of different gender, ethnicity and age are given the help they need.**

B. Strategic Overview

12. The Council has a corporate policy on domestic violence, which was developed and adopted by the Council in partnership with other agencies in 1998. The policy reflected national guidance at the time on dealing with domestic violence and good practice from across the country.
13. In 2003 local partners agreed to establish a new partnership structure, the Domestic Violence Action Team (DVAT) to develop and implement a strategy to prevent domestic violence and reduce the harm it causes to individuals, families and the community as a whole. The DVAT published their second domestic violence action plan for 2005/06. The following agencies and departments participated in the Tower Hamlets DVAT and have had nominated lead officers to represent them at meetings and take responsibility for communicating and progressing the DVAT Action Plan within their own agency:
 - Crown Prosecution Service
 - NSPCC
 - LBTH Crime Reduction Services
 - Tower Hamlets Council Education
 - Tower Hamlets Council Housing Management
 - Tower Hamlets Council Social Services
 - London Probation Area
 - Metropolitan Police
 - NCH Barika Project
 - Drug and Alcohol Service for London
 - Thames Magistrates Court
 - Tower Hamlets Asian Women's Aid
 - Tower Hamlets Primary Care Trust
 - Tower Hamlets Victim Support
 - Tower Hamlets Women's Aid
14. In 2005, it was decided to disband the DVAT and incorporate its work into the newly established Violent Crime Action Group. This ensures that domestic violence is seen as a significant part of violent crime and is integrated more fully into the borough's Crime Reduction Strategy.
15. We welcome that Domestic Violence is also incorporated into the Council's Local Area Agreement. Under the Safer Stronger communities block, The Tower Hamlets Partnership has set one of the outcomes to 'reduce overall crime and increased public reassurance, with a particular focus on violent crime, antisocial behaviour, and the harm caused by illegal drugs'. This includes reducing domestic violence. The LAA will focus on increasing the detection rate for domestic violence and reducing the time domestic violence is experienced before it is reported. The LAA sets the following targets for these indicators.
16. We welcome that Domestic Violence is also incorporated into the Council's Local Area Agreement. Under the Safer Stronger communities block, The Tower Hamlets Partnership has set one of the outcomes to 'reduce overall crime and increased public reassurance, with a particular focus on violent crime, antisocial behaviour, and the harm caused by illegal drugs'. This includes reducing domestic violence. The LAA will focus on increasing the detection rate for domestic violence and reducing the time domestic

Draft - V4

violence is experienced before it is reported. The LAA sets the following targets for these indicators.

Indicator	Baseline	Target 2006/07	Target 2007/08	Target 2008/09
• Domestic violence sanctioned detection rate	21% (2004/5)	35%	37%	39%
• Reduced length of time domestic violence is experienced before it is initially reported to a specialist agency	4.7 years (2004/5)	Reduction of 3% points on 2004/5 baseline	Reduction of 6% points on 2004/5 baseline	Reduction of 9% points on 2004/5 baseline

17. We also received briefing notes from the Research and Scrutiny team about the Mayor of London's Domestic Violence Strategy, part of the city-wide strategic response to the problem. This was launched in November 2001 and since then, there have been many improvements in the responses of a range of agencies to domestic violence so make sure that all Londoners can live safely in their homes. The second London Domestic Violence Strategy (LDVS2) builds on the work of the original strategy and takes account of the many developments at a local, regional and national level that have occurred in the past four years.

The Strategy has 4 overriding principles:

1. Research suggests that domestic violence occurs in all sections of society irrespective of race, culture, nationality, religion, sexuality, disability, age, class or education level.
2. However, each personal victim has a set of unique circumstances, which can affect how they respond to the violence. Services need to be flexible to take account of these while also being sufficiently standardised to provide a similar response to similar circumstances.
3. The most effective interventions are ones that support the victim and which increase their choices and build on positive coping strategies already developed.
4. Interventions have the potential to be dangerous, even fatal, if insufficient priority is given to safety issues. Victim safety must be the over-riding priority at all times.

18. In 2004 the Government brought forward legislation on domestic violence. Following on from this a nation wide definition of domestic violence was agreed as:

'Any incident of threatening behaviour, violence or abuse (psychological, physical, sexual, financial and emotional) between adults who are or have been intimate partners or family members, regardless of gender or sexuality.'

This definition is reflected in both the Mayor of London's Domestic Violence Strategy and also the Council's Action Plan. It is not reflected however, in the Council's corporate policy on domestic violence.

Recommendations:

We welcome that the Council has both a Corporate Policy on Domestic Violence and an Action Plan agreed amongst partners which seeks to develop the local response to domestic violence in Tower Hamlets. We are particularly pleased that domestic violence is recognised as a priority within the Local Area Agreement. We believe however, that there are a number of policy areas that need to be amended. We therefore recommend:

- R3 The Council's Corporate Policy on Domestic Violence be revised and updated to reflect changes nationally, across London and locally to domestic violence.**
- R4 The Council's Corporate Policy be developed in consultation with the Domestic Violence Forum.**
- R5 The Council's definition of domestic violence reflect the national definition of domestic violence.**

Service Users Questionnaire

19. We were provided with the results of the Domestic Violence Action Team questionnaire of service users from May 2005. The survey gathered information about service users' experiences of domestic violence and for services available within the borough. Of the 47 service users returning the questionnaire, 44 were women and 3 men.

20. The key findings of the survey to the group were:

- Respondents had used between 1 and 11 services, with an average of 4.5 services used. On average, service users had experienced abuse for nearly 5 years before they contacted services. The main reasons for contacting a service were:
 - threats and intimidation had increased (54%)
 - frequency of incidents had increased (52%)
 - abuse became more brutal and / dangerous (48%)
 - perpetrator had threatened to kill (37%)
 - a particular incident (26%)
 - concerns about children (22%)
- Service users were asked to rate their experience of using the 23 domestic violence services within the borough and, on average, all services scored very highly (4.6 out of a possible 5 on average). In some instances however, individual service users rated particular services very poorly.

21. The survey raised a number of questions that we were keen to explore further with service users directly. For example, what could service providers do differently so that those in need access their services sooner? Why did service users access so many services before getting the help they needed? What advice and support weren't service users offered at the first service, which made them have to access others?

22. The survey also highlighted how highly service users rated the Sanctuary Scheme project. The Sanctuary scheme offers victims of domestic violence the option to remain safely and securely in their home through the installation of free, tailored home security. Service users were asked to consider what they thought of the sanctuary scheme. 29

Draft - V4

respondents (62%) felt the Sanctuary scheme was a 'helpful' resource, which would offer those who wished to remain in their homes some security.

23. The survey asked for views on the London Borough of Camden's Safety Net project, and whether they think the model should be used in Tower Hamlets. The Safety Net Model is one of 25 national domestic violence projects funded by the Government in partnership with Camden's Equalities Unit and the Multi-agency Domestic Violence Forum. The project is a self-contained team of specialists working from an independent centre who work with women, children and the perpetrators to address domestic violence in all its forms. Domestic violence incident workers support women and a specialist worker focuses on the needs of minority ethnic women. A primary care group liaison worker raises awareness with GPs, receptionists, practice nurses and other staff and a reducing violence worker focuses on perpetrators. Service users also have access to counselling and group work. 35 respondents (75%) felt that the Safety Net model would be 'helpful', as services would be located within one building, making access easier.
24. Aside from specific questions asked, there was a general consensus within the survey data that there is a lack of information available to service users about where they can go for help. It was therefore agreed that a meeting should be held with service users so that a number of key questions could be put to them:
- What more can be done to ensure information material is more readily available and visible for those in need?
 - Where should information / guidance leaflets be made available? (in one stop shops, libraries, local newspapers)
 - Are there any services that should advertise their services more?

C. Service Users

Introduction

25. As part of the scrutiny working group's investigation it was agreed that the group should meet with people who had used domestic violence services in Tower Hamlets. It was felt this would help improve the working group's understanding of domestic violence and the issues that accompany it.
26. The Chair of the scrutiny working group and another councillor met with 5 people who had used domestic violence services in Tower Hamlets. Also present were Philippa Chipping, Domestic Violence Co-ordinator and David McNulty Scrutiny Policy Officer. The meeting took place on 1 March 2006.
27. At the start of the meeting information was presented from the survey and the themes highlighted above along with the issues discussed at the group's first meeting formed the basis for discussion with service users.

Issues Discussed

Housing

28. A number of the service users talked about the problems they had with housing and accommodation.
- One of the service users, after leaving a women's refuge, had had five different temporary residences over a two year period before being re-housed in permanent accommodation. This was an even bigger problem when the service user was not from the area and had made it very difficult for her to settle.
 - Another service user had found leaving the women's refuge a big shock and felt isolated from support, experiencing difficulties accessing services over the phone as this made it difficult to discuss personal issues.
 - The comment made and shared by a number of service users was that:

 "... it feels like when you leave the refuge you get left ..."
 - A different service user had been re-housed in supported housing that had been an excellent step. She had received support for a range of different issues, which had really helped in the transition period from refuge back into the local community.
 - The Sanctuary Service received widespread praise from those who had used the services. The scheme was seen as being a really positive way of dealing with the common assumption that victims of domestic violence have to leave their home for safety. The services provided by Sanctuary had really helped the service users feel secure in their own homes with their families.
 - A number of the service users who had children were concerned that existing services do not provide for children, to help them deal with the emotional stress domestic violence can cause.

Families and Communities

29. Service users commented that people experiencing domestic violence sometimes felt under pressure from families and communities to keep the violence "behind closed doors". Family members can try to mediate to keep couples together but this can increase the risks to both adults and children and inadvertently collude with the perpetrator. The service users felt that families and communities can have an important role to play in supporting adults and children to be safe from violence but that they must be encouraged to take a clear stance on challenging abusive behaviour and help the victims to report it and get help from the services available.

Police, victim support, probation and health care:

30. A number of the service users had tried to access services as a first step to get help to get out of the situation they were in. In contrast to the findings from the service user questionnaire, they had experienced much greater inconsistency in the response from agencies.
- There was quite a negative response from the service users about the response they had received from the police. One of the women present had gone to her local police station and explained the danger she was in and was told by an officer that there was nothing they could do, as no crime had been committed. The women's situation at home rapidly worsened and her life was soon at risk.

Draft - V4

- A number of other users agreed that there had been an inconsistent approach from police officers. One specific problem was how the police proceeded when injunction orders had been broken. There were often variations in how the situation would be approached from different police officers.
- A number of women spoke positively about the Sapphire Unit. Officers were well trained in how to deal with rape and sexual assault.
- Women who had come into contact with Victim Support had very positive experiences about the support they had received.
- One service user said that it was difficult to contact services over the phone and when visiting a service in person you often needed to fill out multiple forms. This could be very stressful for victims, as they constantly have to explain their situation.
- A number of women had difficulties getting accurate information about when their partner was to be released from either prison, or in one case, a secure mental health unit. One woman said:

“... I should have the right to know when he is being released. So that I can prepare myself and my children and can at least plan my life up to the day of his release...”

- One woman talked about the lack of counselling services that had been offered to her and her children by her local GP.

Council and other services:

31. A number of Council funded services were mentioned throughout the session:
- The “Warrior Women” programme was viewed positively by the women that had participated. They felt it had given them much greater confidence. The importance of this for domestic violence victims was a running theme throughout the session and service users encouraged the Council to do more in this area. They particularly suggested developing peer support.
 - The women present also thought that something similar to the Safety Net model in Camden would be a positive. There was specific concern however, about using an office that was identified publicly as dealing with domestic violence. This may discourage some people from reporting or using the service.
 - The problem of “slipping through the net” was mentioned a number of times. Service users were keen to see agencies working together in partnership and also across borough boundaries, for example, if a service user is re-housed in a neighbouring borough they should still be able to access services in Tower Hamlets.
 - One service user explained how she had fallen into the benefits trap, which was making it difficult for her to return to work. Although this is a wider national problem it emphasised to the working group that at different stages women have a number of choices. The consequences of which can often be long lasting and sometimes negative.
 - Those who had children of a school age made positive comments about how the children had been supported. Most of the women agreed schools in the borough had been receptive to the problems of families experiencing domestic violence.

Recommendations:

We welcome the Domestic Violence Team's efforts to consult service users to identify reporting trends and concerns with existing services. We were concerned at the inconsistency of response experienced by some service users. We are particularly keen that the Council continues to identify new ways to support victims of domestic violence. We recommend:

- R6 The Council consider further how it can improve and monitor the consistency of the response given to domestic violence victims. This should also be discussed through the Violent Crime Action Group.**
- R7 A scheme, modelled on the Safety Net Scheme in Camden, be developed. This should involve and consult service users in its development.**
- R8 The Council recognises that peer support is important in recovery from domestic violence and supports and secures sustainable funding for the Warrior Women project.**
- R9 The Council recognises that supporting women to choose to stay in their own home safely is immensely valued by those recovering from domestic violence and secures sustainable funding for the Sanctuary project.**
- R10 When victims of domestic violence are re-housed outside of Tower Hamlets, the Council should ensure that receive information about the domestic violence services they can access.**

Underlying themes

32. The issues highlighted by service users require consideration by both the working group and the agencies involved. However, there are also a number of underlying themes that emerged throughout the sessions of the working group, which require ongoing exploration and attention.

- Short-term and long-term needs - Service users said that the immediate response to incidents from a variety of different services was often good. Service users however, very quickly felt isolated from the appropriate support after the initial response. Members of the working group believe there is a need for further thought on this matter – in particular how peer support amongst victims of domestic violence could be developed so that longer-term support can be available.
- How embedded is good practice within the services involved in dealing with domestic violence? - A number of services (for example police and housing) regularly come into contact with incidents of domestic violence but a number of victims reported an inconsistency of response. What more can be done so that domestic violence is dealt with in an appropriate, consistent way.
- How can awareness of domestic violence be raised in an appropriate way in a borough as culturally diverse as Tower Hamlets? How can we better get the message across that domestic violence is wrong?

Draft - V4

33. A further issue that was raised at the first meeting of the working group, but not at the session with service users, was what could be done to deal more effectively with people who commit acts of domestic violence? The working group discussed the merit of perpetrator programmes, which are outside of the criminal justice system. Such programmes would not be used as a substitute or an easy / softer option in place of prison, but should be explored when the criminal justice system can only act in a limited way to change peoples behaviour.

Recommendations:

The Working Group welcomes the good work service providers are undertaking to support victims of domestic violence and this must remain their priority. However, to help prevent domestic violence more needs to be done to tackle the many causes, which can result in an individual becoming a perpetrator of domestic violence. We therefore recommend:

- R11 The Council develops an Action Plan to deal with the perpetrators of domestic violence. This should recognise the need to improve the way perpetrators are dealt with by the police and criminal justice system and outline action to rehabilitate perpetrators to ensure re-offending does not occur.**

D. Service Providers

34. The members of the working group met for a third time in early March with local service providers. 13 representatives from a range of Tower Hamlets domestic violence services attended. They split into two groups to discuss the underlying themes that had arisen over the course of the review. The key discussion points that came out of the session are summarised below:

General Discussion

- Cross borough issues are impacting on domestic violence such as the shortage of housing
- Single women face particular difficulties in rehousing and have limited access to public funds

Long term's needs/ continuity of care

- Women abandon tenancies to return to abusive situation as they are not given enough support to live alone
- Crisis support is good but if extended it could contribute to reducing longer term difficulties
- There is a need for more counselling opportunities as the current waiting lists are too long
- Council needs to improve support to women who move out of the borough

Draft - V4

Peer support/Group work

- Need to give all women access to 'warrior women'
- More facilities for therapeutic groups
- Bring people together for peer support – will need practical information and training

Children Needs

- Access to help for young people where mother hasn't reported
- Importance of information sharing system between the police and health services.
- Support for children in refuges is available (various models) but limited access outside.
- Pooling of resources to improve support
- Tracking of children to support them better
- Support is good in refuges but much less so once in community

Awareness

- Need to develop more links with different faiths so they can talk to their own community. For example, the Area Child Protection Committee works with mosques/churches offering training
- Information and agreement on services available and standards
- More training for frontline workers so can recognise domestic violence and signpost to agencies and organisations
- Increase awareness through local councillors, agree a domestic violence member champion, promote the white ribbon campaign or provide leaflets in doctor's surgeries
- More work is also needed with employers to raise their awareness

Perpetrators

- The Pupil Referral Unit and parent support services could help with approaches to anger management around domestic violence
- More research is required about the existing models, provision, and results of projects that are working with perpetrators
- Earlier intervention is needed although this may be difficult
- Peer mediators could help although developing such an approach would need careful consideration of the safety implications

Recommendations

The working group welcomed all the issues and suggestions made by the service providers. They were impressed with the commitment of the representatives in seeking to improve the services and response to domestic violence. Importantly, many of the issues and suggestions matched with those that the service users were seeking.

R12 Information be developed across services and provided to domestic violence victims about the services that are available to them and the standards of service they should expect.

Conclusion

35. The Working Group welcomes the progress made by all agencies in Tower Hamlets in tackling domestic violence and supporting the victims of this crime. There are however a number of areas where services and support could be improved further.
36. At a strategic level, the Council's policy needs updating. It is important that this reflects national developments as it provides the framework for all domestic violence services in the borough.
37. There are good quality support services available to domestic violence victims but all organisations should work to make sure that the response and support is of a consistently high quality.
38. Much greater consideration also needs to be given to long term – as opposed to crisis – support. This will provide a much better opportunity for victims to rebuild their life more effectively and independently.

Research and Scrutiny in Tower Hamlets

The Research and Scrutiny team will work with Council officers, Members and other partners to:

- I dentify issues and good practice for exploration
- M onitor and measure performance (and) data
- P ublicise and disseminate information and research
- R eview and scrutinise services and policies
- O ffer practical and evidence based recommendations
- V alue and seek the opinions of residents and stakeholders
- E valuate and track progress of recommendations

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