



LEADERSHIP IN ACTION



INSIGHTS AND REFLECTIONS

11th June- 21st July 2023

Written September 2023

CHOSEN CHARITY

This year, I approached The Halo Project to conduct my Leadership In Action Project. Based in Middlesbrough, Halo Project are a specialist 'by and for' Black and minoritised community national charity. They help support Black and minoritised women and children who have experienced Honour-Based Abuse (HBA), Forced Marriage (FM) and Female Genital Mutilation (FGM).

HALO PROJECT

Break the Silence

"Violence against women and girls in all its forms has no place in our society. The root causes erode our communities and destroy the prospects for us to live in a world fear free. There is no class system for abuse but what we do know is that some voices remain excluded, and one thing we can be sure of is Black and minoritised women and girls do not receive equitable provision - so we at Halo Project must exist for them, to ensure that protection always comes before race, religion or identity."

-Yasmin, Founder of the Halo Project.



HALO'S MISSION

To eliminate forced marriage, honour-based abuse and female genital mutilation within society. To change attitudes and beliefs for future generations to break the cycle of abuse and to empower victims and survivors to make their own choices.



MY VISION

I felt the charity's ethos aligned well with the research I had carried out last summer, on the educational impacts of Child, Early and Forced-Marrriage. I wanted to continue this focus on the project I undertook whilst on my 6-week placement.



**"It's NOT culture-
It's abuse"**

STATISTICS

Statistics show that Honour-Based Abuse continues to be a prevalent problem in the UK. Alarminglly, these statistics may not include cases of HBA that are often unreported.

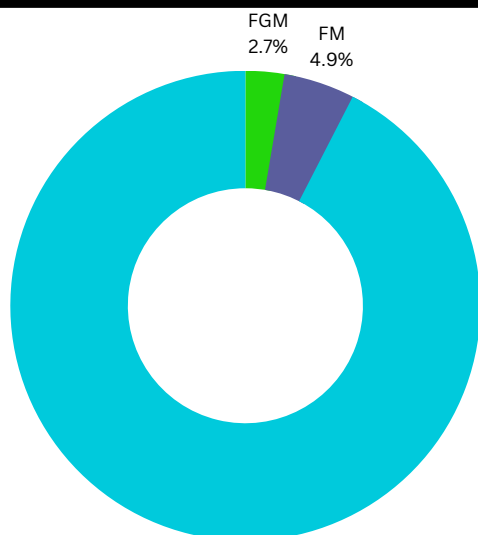


Table 1: Offences involving so called 'honour-based' abuse recorded by the police in England and Wales, year ending March 2022

	All HBA-related offences	FGM offences	Forced marriage offences	Other HBA-related tagged offences
England and Wales	2,887	77	141	2,669

Source: Police recorded crime, Home Office

Other HBA-related tagged offences
82.4%



BRAINSTORMING AND INDUCTION PHASE

An important aspect of my placement in the early stages was to carry out as much observational work as possible; to gain an in-depth understanding of Halo's internal policies and practices. I felt the more knowledge I accumulated the better informed I would be planning my project. Keeping in mind at all times the sensitive nature of Halo's mission.

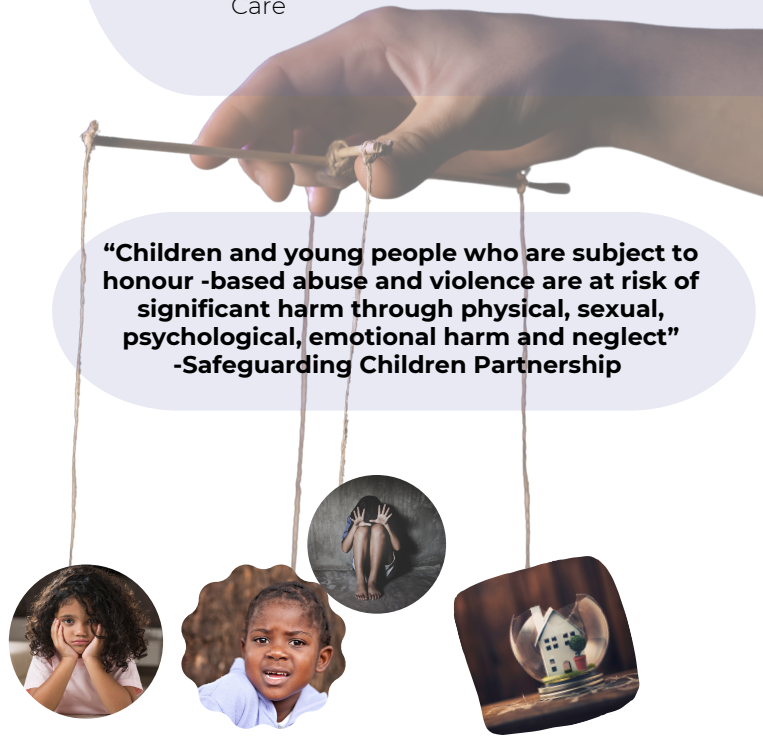


CPD TRAINING COMPLETED IN THE FIELD

- Forced Marriage Awareness
- Honour-Based Abuse Awareness
- FGM Awareness
- Safeguarding Against Radicalisation
- Safeguarding Children
- Safeguarding Adults in Health & Social Care

PROJECT GOALS

An internal report carried out by Halo concluded that there was a broad (nationwide) lack of culturally-sensitive provision for children who may have witnessed or experienced Honour-based abuse, FGM and other harms. Children are often forced to leave their homes, relocate to womens' refuges (Halo's specialist refuge being one of these) and adapt to a completely new environment. Working closely with the Education Lead at Halo, we wanted to help close the this gap in provision to design and create meaningful resources that could be used by The Halo Project. I did understand that my input would only be an *attempt* at widening access to a broader systemic and societal issue. Nevertheless, these challenges did not outweigh the need for a necessary development to help children feel more comfortable exploring their new environment and learning about how to recognise healthy and unhealthy relationships. I used the knowledge I gained from completing the Awareness of Forced Marriage, FGM, and Honour-based Abuse certificates, along with Safeguarding vulnerable children to understand, from the perspective of the child, what provisions would be appropriate in these circumstances.



"Children and young people who are subject to honour -based abuse and violence are at risk of significant harm through physical, sexual, psychological, emotional harm and neglect"
-Safeguarding Children Partnership

KEY FOCUS



Individual

Gaining knowledge of HBA; recognising gaps in research and provision; increasing knowledge of relevant family and immigration law



Group

Resources used by those engaging with Halo Service- disseminated to staff and incorporated into community initiative of support



Society

Adding to the gap in Children's Provision more broadly and teaching children about types of abuse in a culturally-sensitive way

CHALLENGES



Identifying and anticipating problems early on

Having limited experience of working with children in a professional capacity before, I met the first challenge of planning the language and overall concept (pictorial or word-format) of the Workbook and Welcome Pack to ensure the material was age appropriate. Additionally having the culturally-sensitive aspect of the project to contend with. As previously mentioned, there was not really any other provision or resources to use as guidance. The resources I would create would therefore act as a blueprint for the charity and I felt the additional pressure of representing the charity in a professional light though the provision of material that would be used by victim/survivors and children engaging with their services.



Finding creative solutions

However, these challenge was easily overcome by conducting independent research within the team. As such through the input of collaborative dialogue with the Education Lead, led to a clearer understanding of the requirements of the Project and thus alleviated my concerns. I found the open environment at Halo really helped propel my confidence in conducting this project. Another challenge was being unable to prepare prior to beginning my placement due to not knowing what the demand for the service would be at the time. I had to ensure that I was working adaptively. The brainstorming phase helped to set SMART targets



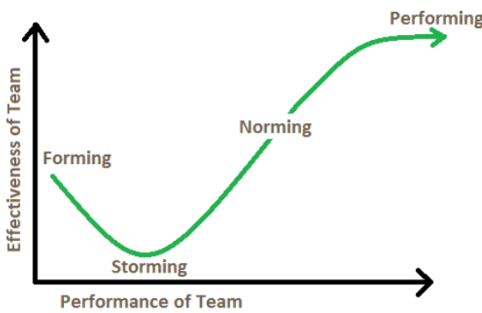
KEY PLANNING PHASES AND CORE MODELS



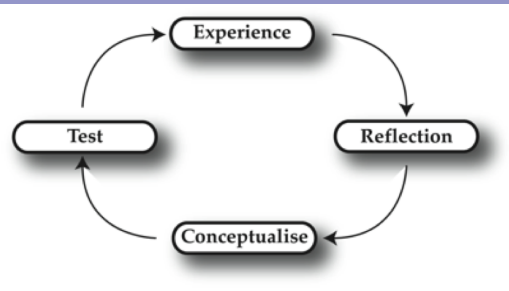
The core of my planning centred on **The Social-Change Model of Leadership**. This model entails a 3-pronged approach to leadership, keeping in mind all my learning:

- Leadership is socially responsible; it impacts change on behalf of others
- Leadership is collaborative
- Leadership is a process, not a position
- Leadership is inclusive and accessible to all people
- Leadership is values-based
- Community involvement/service is a powerful vehicle for leadership

Tuckman's Team & Group Development Model



- By utilising and being aware of the Tuckman's Stages of Group Performance I was able to identify that I work best as a Shaper and Specialist. Therefore, the staff at Halo were happy to let me conduct my project in my own time, whilst continuing to learn new skills on how the charity functions and operates. By knowing how I worked, I was able to navigate obstacles such as working with a new team of people and being able to use conflict as a positive. This also aligned with leadership being socially responsible and focused on the bigger picture rather than self. The work was for the benefit of the community and therefore values such as integrity and honesty were important.



- Gibbs Reflective Learning Cycle also really helped at each stage of my project because there were new skills I would need to learn- how to use software and tools to create the resources and this was all part of a huge learning experience. Whilst writing my reflections for each week (and each stage) I would reflect on my experience through description, feelings, evaluation, analysis and conclusion. This helped me to understand how to move the project forward through experiential and collaborative learning.

Project Overview

My Milestones ...

Aa Week	Start date	Milestones	Details
1	June 12, 2023	Induction and training	Complete induction activities and required training (although this may be ongoing for the duration of the project)
2	June 19, 2023	Discuss elements of project to lead	Again (this timetable is not strict) as the need to be flexible will be key.
3	June 26, 2023	Planning and delivering project as above and other office based task	Plan and implement the project I am required to lead and deliver, based on the victim requirement at the time- although this may be office based
4	July 3, 2023	Continued support of Charity	TBC (Ongoing, flexible and adaptive)
5	July 10, 2023	Continued support of Charity	TBC (Ongoing, flexible and adaptive)
6	July 21, 2023	Finishing up	Wrapping up project, office-based tasks and any training and development



- Specific**
- Measurable**
- Achievable**
- Realistic**
- Timebound**

Prior to the planning I set a timeline based on the **SMART targets**. Specific, Measurable, Achievable, Realistic and Timebound contingent on the limited 6-week window to plan, discuss, implement and then review the project. Part of the issue was not knowing what the demands of the charity would be at the time of starting. However, this was easily overcome at the induction stage by having an in-depth discussion with the team to work on a suitable project.



PROJECT IMPLEMENTATION AND OUTCOMES

CHILDREN'S WELCOME PACK OUTPUT

22 page Welcome Pack (Excerpts only):



CONTENT

NB: This is a brief overview of some of the 22 pages

- "All about me"
- "All about Mum"
- "Welcome"
- "Ther-llama-ter of feelings"
- "My Safety Plan"
- "My New Home"
- "Exploring the Refuge"
- "Things I might miss...but new things I like"
- "My colouring page"
- "My other notes and drawings"



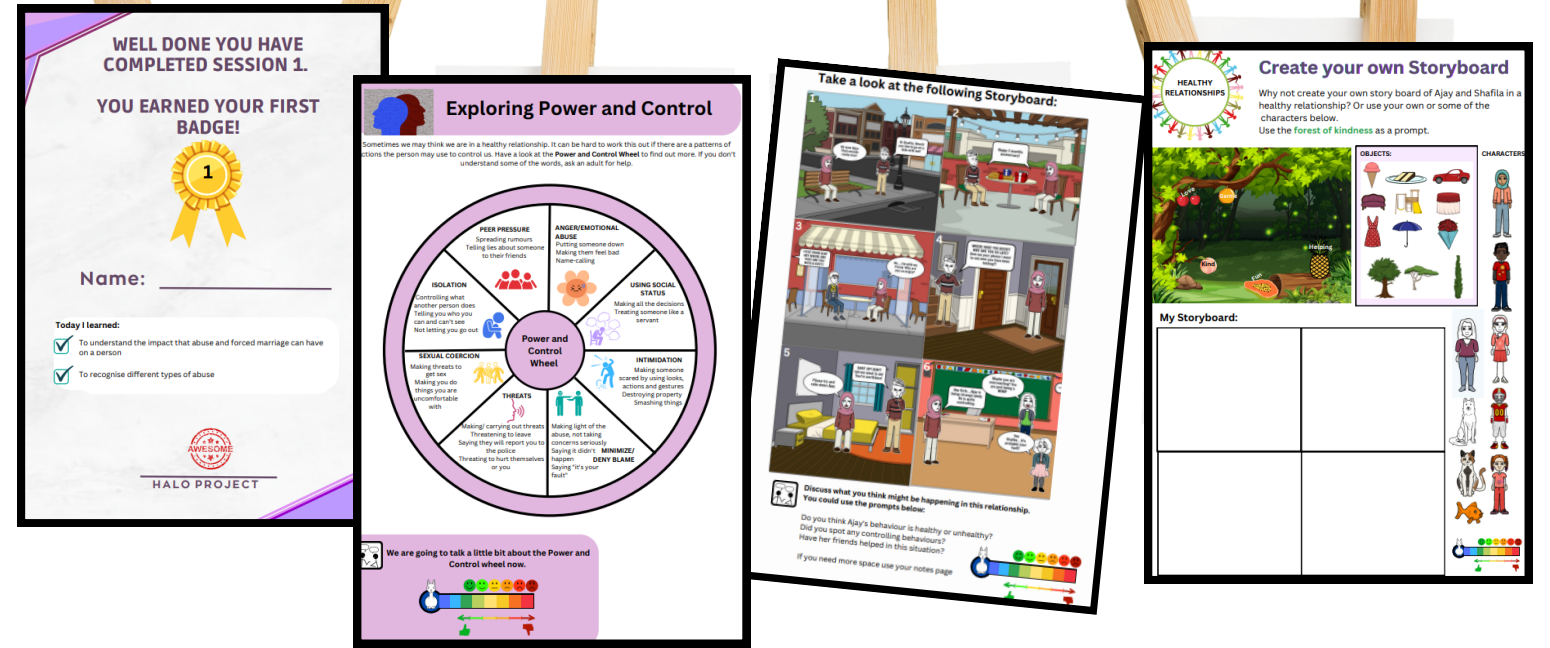
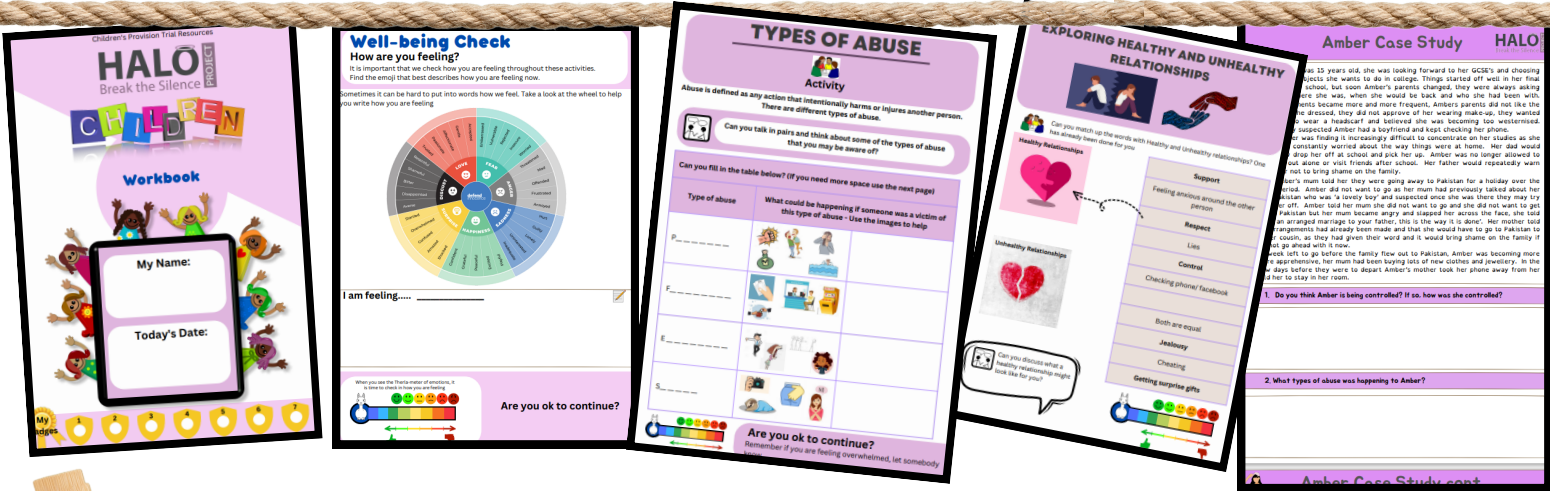
KEY DELIVERABLES

- Finding out about the child's likes/ dislikes
- Finding out more about the relationship between child and mother
- Ensuring the child feels welcome on arrival
- Ensuring that children who are at risk know how to identify dangers and keep themselves safe in cases of emergency
- Helping the child acclimatise to their new environment
- Alleviating feelings of displacement by offering familiarly
- An opportunity for the child to express themselves in their own way



CHILDREN'S WORKBOOK OUTPUT

Children's Workbook (Excerpts only):



CONTENT

NB: This is a brief overview of some pages:

- "Wellbeing checks (throughout the workbook)"
- "Types of Abuse"
- "Exploring healthy and unhealthy relationships"
- Amber Case Study
- Certificates after each topic
- Exploring the Power and Control Wheel
- Introduction to storyboarding
- "Create your own story board"



KEY DELIVERABLES

- Ensuring that the child is comfortable at the beginning and end of each activity to promote positive wellbeing
- Helping the child to understand types of abuse they may have experienced and healthy and unhealthy relationships in a culturally sensitive way
- Introducing case studies to increase awareness and recognition of hidden harms, dangers and risks
- Awarding the child with a certificate to show appreciation for their learning and incentive to complete each topic
- Learning the benefits of story boarding- a child friendly way of introducing topics of discussion

OTHER ACHIEVEMENTS



I immersed myself in all aspects of the charity, from promoting **Student Halo Hubs** at educational institutions, whereby the charity works in alliance with Universities and Colleges to increase awareness of abuse on campuses. I worked on promotional material and reporting of key performance targets, as well as assisting with the charities' multi-agency appeal against the Immigration Bill. The multi-faceted support that the charity offers its service-users and the benefit to the wider community is an integral part of its ethos. I was delighted to be able to have some measurable impact on various community-wide initiatives for change.



FINAL REFLECTIONS AND THOUGHTS

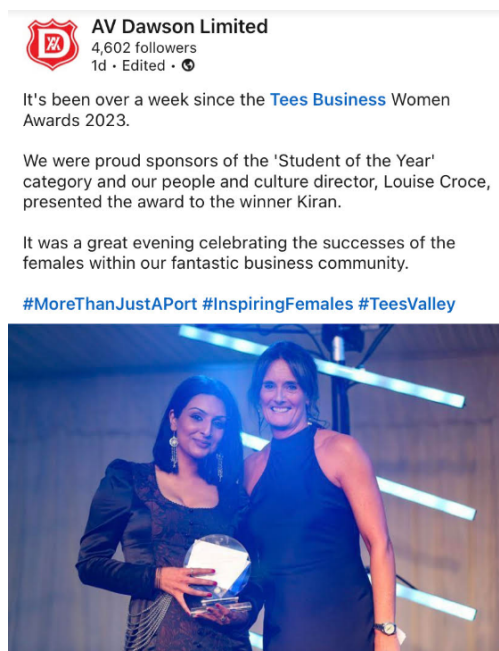
This placement has left me with a deeper understanding of the prevalence and harms of Honour-based abuse on victims, survivors and children. Wider encouragement for children to make disclosures of harm is captured by many organisations stipulating that there is inadequate support for children from minoritised communities' that have witnessed or been through harm. The Halo project are innovatively working to change this rhetoric by proactively creating and trailblazing initiatives such as the Children's Provisions. Furthermore, through the experience gained speaking to trained staff members and eventually providing advice and guidance to professionals, I better understood the adverse implications associated with the immigration system, access to justice and the scope (or lack thereof) of provision available to women with no recourse to public funding (NRPF). This is something that I will take into my future practice- orienting my dissertation topic in this field and the possibility to returning to charities such as Halo as a pro-bono barrister (if and when I qualify). Observing the commercial nature of a charity and how it operates is also beneficial to my commercial law interests. I also observed how important forging strategic alliances with other businesses and organisations is and can be for community change which has been demonstrated by the key multi-agency work that Halo encompasses:

See Empowering Change: Designated Police Super-Complaint Body | Halo Project- Authors of 'Invisible Survivors - The Long Wait for Justice' report upheld by the HMICFRS.

RECOGNITION AND FUTURE IMPACT

Following on from carrying out my project I was really pleased to hear that I had been nominated by the Halo Project for the "Student of the Year" category at Tees Business Awards. To my utter surprise I was delighted to win the category which was presented by AV Dawson Limited The Tees Business awards ceremony. I actually found this to be quite overwhelming and yet I was encouraged at every opportunity by the Halo team.

A real quality of the Halo Project is the opportunity that the charity gives others in providing a platform for the future. I hope to build on this success by continuing to offer my support to the Halo Project as their newly appointed Communications and Marketing Officer. I hope to continue to implement and assist with the groundbreaking changes and developments Halo are making in the public other sectors.



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ACKNOWLEDGEMENTS

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