A Partnership Approach to Tackling Violence Against Women in Scotland

Guidance for Multi-Agency Partnerships

2009
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Foreword

Earlier this year, the Scottish Government and COSLA published *Safer Lives: Changed Lives, a shared approach to tackling violence against women in Scotland*. This established the basis for a common purpose, nationally and locally, in addressing violence against women. It provided a definition, guiding principles and a suggested focus for work.

Experience and research shows that partnership working is essential for providing a comprehensive and coordinated response to violence against women across the four Ps: prevention, protection, provision and participation. It is also consistent with the Concordat and the intention of local and national government to work together on the basis of shared outcomes.

This document gives practical information and guidance to the 32 multi-agency partnerships (MAPs) in Scotland which are working on violence against women issues. It aims to support all MAPs to work consistently with the government’s strategic direction and to develop effective local strategies and activities to tackle all forms of violence against women. It is based on the first-hand experience of MAPs and includes helpful case study examples.

Tackling violence against women is a ministerial priority for the Scottish Government as a "specific duty" of the Gender Equality Duty in Scotland. Given that violence against women is rooted in gender inequality, achieving equality between men and women is fundamental to preventing and eliminating it. Addressing violence against women, while a moral imperative in its own right, is an indicator for the Scottish Government and public authorities, working individually and in partnership, for meeting their gender duty, and MAPs have an important role to play in this.

We would like to thank MAPs and the members of the National Group to Address Violence Against Women for their help in preparing this guidance.

Alex Neil          Harry McGuigan
Minister for Housing and Communities  COSLA Spokesperson for Community Wellbeing and Safety
Background

Partnership working

Partnership working is essential for providing a comprehensive response to violence against women, across the four Ps: prevention, protection, provision and participation. By working together, agencies can intervene effectively with the men who perpetrate violence; safeguard the women and children affected by it; and take steps to prevent it happening in the first place.

The principle of partnership working on these issues was originally stated in the Global Platform for Action which resulted from the United Nations Fourth World Conference on Women in Beijing in 1995. This called upon governments to take integrated measures to prevent and eliminate violence against women.

Scottish research into domestic abuse\(^1\) also highlighted the importance of a coherent response and, in 1998, the Convention of Scottish Local Authorities (COSLA), published guidelines to support local authorities to take a multi-agency approach\(^2\) as the most effective way of addressing violence against women in all its forms. In 1998, the Scottish Office set up the Scottish Partnership on Domestic Abuse which was the launch pad for the future strategy and associated activities to tackle domestic abuse. This work was largely directed though the National Group to Address Domestic Abuse which, in 2003, recognising the links between all forms of violence against women, broadened its focus to become the National Group to Address Violence Against Women.

Locally, multi-agency partnerships (MAPs) tackling violence against women have progressed this work. Initially, most focused on domestic abuse, although several addressed violence against women from the start. As the national focus shifted, this has been mirrored locally, expedited by the government’s Violence Against Women Fund which has encouraged and supported partnership working on all forms of violence against women.

Outcomes approach to partnership working

In 2007, the Scottish Government and COSLA agreed the Concordat which created an agreement - Single Outcome Agreement (SOA) - between each local authority and the Scottish Government based on 15 national outcomes. This gave local authorities the freedom to decide on local priorities and allocate funding consistent with the national outcomes. The national outcomes are part of the Scottish Government’s national performance framework – a ten-year programme of national outcomes, targets and indicators.

SOAs are now agreed between each Community Planning Partnership (CPP) and the Scottish Government. Consequently, CPPs agree strategic priorities for their local

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area and express these as outcomes to be achieved by partners individually or jointly. The local outcomes should contribute to the achievement of national outcomes.

This outcomes approach has changed the way public services are planned and provided, with Community Planning Partnerships the vital mechanism for decision making and local funding. This means that MAPs need to find ways of linking to the CPP and the associated community plan.

Work to address violence against women contributes explicitly to the following national outcomes:

- We live our lives safe from crime, disorder and danger.
- We have tackled significant inequalities in Scottish society.
- We have improved the life chances for children, young people and families at risk.
- Our children have the best start in life and are ready to succeed.
- We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.

**Sharing practice**

**Developing an outcomes-based approach**

“In writing our strategy we looked at what we wanted to achieve – the end result and how we would go about it – along with a list of performance indicators so we would know how well we’d managed. It wasn’t difficult although it was quite time consuming. We started by discussing the difference between objectives and outcomes and the steps in between that we would take, which formed our actions. I think some of our outcomes are still interim outcomes rather than high level ones really, but we are getting there. We also set up a performance delivery group to make sure that we are achieving what we set out to do. It is a change from how we did it before when we had a strategy with objectives but no firm multi-agency actions and we were not particularly clear about the end result as a partnership. We are much clearer now.”

Highland Violence Against Women Strategy

**Tackling violence against women strategically**

The signing, by the First Minister, of the Women’s Coalition *Statement of Intent* in December 2007, committed the Scottish Government to continue to work with others to address all forms of violence against women and to adopt a broad definition which makes the links between “the different forms of men’s violence”.

Subsequently, the Scottish Government has produced several documents to support national, local and multi-agency activity on violence against women. These include the *National Domestic Abuse Delivery Plan for Children and Young People, 2008* *Safer Lives: Changed Lives: A Shared Approach to Tackling Violence Against Women in Scotland, 2009* and *Violence Against Women National Training Strategy: Phase II*

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3 See www.zerotolerance.org.uk

Together, these documents provide the basis for a shared understanding of violence against women and its prevention.

**The fact that the Scottish Government and COSLA are jointly signed up to Safer Lives: Changed Lives gives a clear steer to MAPs that tackling violence against women is a stated priority for both.**

**Guiding principles**

The guiding principles of the shared approach to tackling violence against women are set out in *Safer Lives: Changed Lives* as follows:

- Violence against women is a violation of human rights
- Violence against women takes many forms and responses should take account of the links between them
- Promoting equality between men and women is a key element in tackling violence against women
- Socialisation of boys and girls from an early age is important and should emphasise equality and respect
- Perpetrators should be held to account and made to take responsibility for their actions
- Prevention of and reduction in violence against women are the key objectives
- Solutions are best achieved through partnerships and collaborative working
Purpose of this guidance

Expectations of MAPs

*Safer Lives: Changed Lives* establishes the Scottish Government’s intention to take an inclusive approach to a wide range of connected issues on violence against women with the key objectives of preventing and reducing violence against women. This approach has strategic and operational consequences for MAPs.

The expectation is that MAPs will progress implementing *Safer Lives: Changed Lives* in local areas, bringing together the services in an area which have an interest in or responsibility for work to address men’s violence against women. The intention is that action to tackle violence against women will be integral to the core activities of local agencies and structures such as community planning partnerships. This mainstreaming approach is vital for improving outcomes for all those affected by men’s violence against women.

The purpose of this guidance is to support all MAPs to work consistently with the government’s strategic direction and to develop effective local strategies and activities to tackle violence against women in all its forms.

It will help MAPs assess where they are and what they need to do to progress their work to address the broad spectrum of violence against women within the outcomes environment.

It does not prescribe what MAPs should do locally, but sets out a recommended approach for focusing activity and broad principles about how to contribute to the national agenda while allowing for local flexibility.

The guidance includes examples of how MAPs across the country are tackling these issues.

Broadening the agenda

*Safer Lives: Changed Lives* provides a shared understanding and approach to guide the work of all partners to tackle all forms of violence against women. This is underpinned by a shared commitment across all partners to tackle violence against women as a fundamental activity towards achieving the national outcomes. The Scottish Government is keen to see an integrated and consistent approach across Scotland with MAPs addressing the broad spectrum of violence against women. We recognise that what works in one area, may not work in another. MAPs are at different stages of development; local conditions affect what is workable and achievable; and, several still retain a focus on domestic abuse. However, *Safer Live: Changed Lives*, which is co-signed by COSLA sets out the common ground and explains the rationale for the violence against women focus.

Tackling the broader issues of violence against women may seem daunting to some MAPs and to some of their partner members, and we recognise that there are challenges ahead for MAPs. While all partners now recognise the relevance of domestic abuse, there may be less awareness of other forms of violence against
women and confusion about the gendered analysis of violence against women. Education, information and training remain vital. However, there has been a significant shift with new legislative imperatives to addressing gender inequalities under the Gender Equality Duty.

**Gender Equality Duty**

Violence against women is both a cause and an effect of gender inequality. Addressing it intersects with public sector duties to address gender, race and disability inequality and must engage with diversity such as faith, age, sexual orientation, location and so on.

The Equality Act 2006 created a duty on public authorities to:

- Eliminate unlawful discrimination and harassment and
- Promote equality of opportunity between men and women

All public authorities, therefore, are subject to the duty, under the law, which requires them to be proactive in demonstrating that they treat men and women fairly. Given that violence against women is rooted in gender inequality, achieving equality between men and women is fundamental to preventing and eliminating it. Addressing violence against women, while a moral imperative in its own right, is an indicator for public authorities, working individually and in partnership, for meeting their gender duty, and MAPs have an important role to play in this.

Scottish Ministers are required to set priorities for the advancement of equality of opportunity between men and women as a "specific duty" of the Gender Equality Duty in Scotland. After a process of consultation and data analysis, Ministers decided in June 2009 that their two priorities would be tackling violence against women and occupational segregation.

Another "specific duty" requirement is that Ministers must publish reports giving an overview of progress made by listed public bodies (which includes the Scottish Government) in the priority areas by July 2010 and at least every three years thereafter. In August 2009, Ministers agreed a three-staged approach to reporting on the priorities:

Stage One: evidence review of key research and statistical evidence and key Scottish Government policy drivers

Stage Two: document review of a sample of public body literature, evidencing progress made towards the priorities

Stage Three: fieldwork interviews with key people in a sample of public bodies to evidence "good practice" case studies of progress made

For violence against women, this approach will involve consulting at stages two and three with the Cross-Government Group on Violence against Women (set up in January 2009) into which directorates report on progressing the agenda.
Now that violence against women is an agreed ministerial priority, there will be an expectation that public bodies detail how they have advanced this agenda when submitting their gender monitoring reports. This additional scrutiny should provide leverage for MAPs.

Violence against women is fundamental to the gender equality duty as women are disadvantaged disproportionately because of the violence they experience, predominantly from men. It does not mean that all services need to be equally available to men and women. Services must take account of the particular needs of those who are disadvantaged. It does not mean that women-only services are discriminatory. The emphasis is on equity rather than ‘same’.

Change cannot happen overnight and it can be challenging to generate shared understanding with partners and to create the capacity to tackle all forms of violence against women. But, we anticipate that MAPs will build on what they are currently doing and develop activity incrementally and methodically, through discussion and negotiation and finding common ground.

Maximising opportunities and adding value

Some MAPs have expressed concerns about the violence against women agenda including:

- Focusing on violence against women will dilute efforts on domestic abuse
- The agenda is too big
- It ignores violence against men
- Lack of resources

Taking a ‘single issue’ approach (that is, domestic abuse) is not viable within the current context. It obscures the links between different forms of violence; denies a good service to women who experience more than one form of violence; and limits the effectiveness of prevention work which is predicated on the principle that violence against women is culturally damaging to all members of society. Far from diluting efforts and spreading resources too thinly, a wider focus adds value, makes the work more effective and makes best use of the resources available.

The focus is on women and children because they are, overwhelmingly, the victims of men’s violence. This is not to deny that there are other forms of interpersonal violence and abuse, some of which are based on the abuse of male power and privilege. All forms of violence need to be taken seriously but this does not detract from the importance of tackling violence against women.

Violence against women is a large agenda. Because of that we expect partnerships to take an incremental approach and to build on their current portfolio. Prevention and reduction of violence against women are key objectives of the Scottish Government and it is important that MAPs reflect this in their activities. Prevention work lends itself to application across the wider spectrum of violence against women.

For service provision, we anticipate that existing services may need to be improved to take account of the range of women’s needs. However, there are also gaps in
specialist provision, for example rape crisis services. And, as women come forward, new services may be required. There may also be benefits in working across local authority (and partnership) boundaries. The basis for partnership and sharing resources across local authority boundaries has already been established through training consortia.

**Sharing practice**

**Increasing the focus on prevention**

“Violence against women is a significant agenda and we may not be able to do everything in terms of provision and protection in terms of discrete services for all forms of abuse, but we can tackle prevention across the board. We are doing lots of work on training and increasing awareness of the breadth of the issue and how to respond and we are embedding work in schools, not only on violence against women, but also on the attainment and subject choices of both girls and boys to look at gender inequality more broadly. We have also noticed that in domestic abuse reporting women’s addresses were being printed in the local press so we will be working with both the statutory agencies communications teams, but also with journalists themselves to increase awareness about the dangers that this can pose for women and how it can add to the stigma they may already feel. Commercial sexual exploitation is not such a visibly significant issue here, as it may be in other parts of Scotland, but it is only a matter of time before it is, or becomes more overt. So we are working closely with licensing boards. Our tack is to think about the upcoming issues we want to tackle so we can do something about some of them before they happen and, failing that, get women and children into services at an earlier stage.”

Highland Violence Against Women Strategy

**Links with training consortia**

Training consortia are the local delivery mechanism for the Scottish Government’s National Training Strategy on Violence Against Women, Phase II. In some areas, MAPs and training consortia are the same body. In all areas, MAPs and training consortia need to work closely together to achieve the aims of Safer Lives: Changed Lives and the training strategy. MAPs should agree how this work is integrated and the consequences for membership.
Defining violence against women

Sharing a common understanding and agreeing common definitions are fundamental to effective partnership working. So, it is important that all agencies involved in multi-agency partnerships agree what they mean by ‘violence against women’.

The Scottish Government’s National Group to Address Violence Against Women has developed a definition through discussion and consultation. This is set out in Safer Lives: Changed Lives as “actions which harm or cause suffering or indignity to women and children, where those carrying out the actions are mainly men and where women and children are predominantly the victims. The different forms of violence against women - including emotional, psychological, sexual and physical abuse, coercion and constraints - are interlinked. They have their roots in gender inequality and are therefore understood as gender-based violence.”

The government’s approach is informed by the definition developed by the National Group to Address Violence Against Women based on the United Nations Declaration on the Elimination of Violence Against Women (1993) (see below). In recognising this definition, there is no denying or minimising the fact that women may use violence, including violence against a male or female partner. Although less common, this is no less serious and requires to be addressed. In using the term “violence against women”, it is recognised that this departs from the normal dictionary definition of “violence”, which generally requires some form of exertion of physical force. Inclusion of these behaviours or activities as part of the spectrum of violence against women, and indeed the use of this term itself, is accepted internationally as evidenced by a number of definitions developed by the UN and EU.

MAPs will be consistent with the Scottish Government and COSLA if they adopt the following definition:

Definition of violence against women

“Gender based violence is a function of gender inequality, and an abuse of male power and privilege. It takes the form of actions that result in physical, sexual and psychological harm or suffering to women and children, or affront to their human dignity, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or private life. It is men who predominantly carry out such violence, and women who are predominantly the victims of such violence. By referring to violence as 'gender based' this definition highlights the need to understand violence within the context of women's and girls’ subordinate status in society. Such violence cannot be understood, therefore, in isolation from the norms, social structure and gender roles within the community, which greatly influence women's vulnerability to violence.

Accordingly, violence against women encompasses but is not limited to:

Physical, sexual and psychological violence occurring in the family, within the general community or in institutions, including: domestic abuse, rape, incest and child sexual abuse;
Sexual harassment and intimidation at work and in the public sphere; commercial sexual exploitation, including prostitution, pornography and trafficking;

Dowry related violence;

Female genital mutilation;

Forced and child marriages;

Honour crimes.”

Sharing practice

Moving to the broader agenda

“Moving to the broader agenda did not happen overnight and we have taken an incremental, informed approach which has been very effective. We started by holding a well-attended conference which evaluated very positively. The renaming of the partnership came about through our recognition of the wider elements of violence and much discussion with members. We kept domestic abuse prominent in the new title to reflect its importance within the bigger agenda and our achievements to date. A strategic framework and action plan were then approved by the Community Planning Partnership and our member agencies, including the council and the NHS. We carried out a community consultation into views on violence against women and found that 88% of the sample (1000 households) thought violence against women needed greater exposure. An example of where we have been active in widening the agenda is by raising the profile of rape and sexual abuse using the Rape Crisis Scotland, This is not an invitation to rape me, campaign materials.”

Dumfries and Galloway Domestic Abuse and Violence Against Women Partnership

Sharing practice

“By broadening out the definition of violence against women, it allows VAW partnerships to understand the range of behaviours that women experience and highlights the links between the varying forms of male violence against women. It is important that a hierarchy of abuse is avoided. It then creates the mechanism for the strategic planning that ensures that there is good quality policy development which leads to better prevention strategies, improved protection and ensures that adequate service provision is in place.”

Glasgow Violence Against Women Partnership

Checklist

✓ Do you need to re-define your definition and purpose?
✓ If so, how will you go about this?
Working in partnership

Partnership working means individuals and organisations working together for a common purpose. Working together brings many benefits including pooling valuable resources and providing more co-ordinated services. Applied to violence against women, at its most basic, effective partnership working increases safety and minimises risk. But partnership working is not just about providing services, it is also about preventing violence.

Multi-agency working is a good practice indicator for working on domestic abuse.\(^4\) By implication, this is the case for all forms of violence against women as any response to these similarly involves a range of agencies and interventions. The need for an integrated approach to all violence directed at women and children has been highlighted as an important factor in intervening in sexual violence.\(^5\)

Consequently, it is vital that MAPs exist in all 32 local authority areas to bring together the many agencies which contribute to addressing violence against women.

Key principles

Multi-agency working on domestic abuse is relatively well developed and various studies\(^6\) suggest good practice in multi-agency approaches. This includes respecting the contribution which each partner brings; working to shared objectives; finding ways to deal with and address difference; securing active commitment from agencies; and involving senior people who can make decisions and influence policy.

While MAPs are at different stages of development, the foundation for effective working lies in:

- Agreed definition of violence against women
- Terms of reference for the partnership and partners
- Clear remits for partners singly and jointly
- Shared understanding and vision across the four Ps
- Agreed action plans which address the four Ps
- Sharing information
- Consistent policies


- Consistent responses to victims; sanctions/services for offenders and protection for children

**Being effective**

Partnership working needs to be worked at. To be effective, it needs to be based on trust, shared goals and vision, equality, openness, willingness to change and good communication. Partnership members should be at a sufficient level or have sufficient mandate to enable them to make decisions and progress multi-agency work. Without this mandate it may be difficult to progress.

Members also have a responsibility to function as representatives of local agencies and to ensure good two-way communication.

There are difficulties associated with partnership working, particularly over ‘status’ and capacity. For example, voluntary organisations may be funded by statutory organisations at the same table; and small service delivery organisations may not have the capacity to participate equally. If you have the right people from organisations, all with delegated authority, the principle of ‘equality around the table’ should be agreed and adhered to and written into your terms of reference.

It takes commitment and perseverance to find common ground and negotiate vested interests.

The Community Safety Unit recently consulted with Community Safety Partnerships. These highlighted priority areas of leadership, governance and accountability; evaluation and outcomes/performance management. A literature review and a national support framework to promote effective partnership working are due to be published.

The references in Appendix 3 provide helpful guidance and more detail on partnership working.

**Ensuring a common focus**

*Safer Lives: Changed Lives* defines violence against women and sets out the government’s intentions to tackle it in all its forms. This provides a new incentive for local MAPs which solely or mainly focus on domestic abuse to broaden their work. It may be an opportunity for refreshing and ‘re-branding’ activity.

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7 Communities Scotland has published an online guide to partnership working (www.scr.communityscotland.gov.uk/stellent/groups/public/documents/webpages/cs_011413.hcsp#TopOfPage) This includes a resource directory organised under the following headings:
- Policy context
- Setting up a partnership
- Working effectively in partnership
- Measuring partnership performance
- Partnership and equality
- Resolving conflict
- Community planning and partnership working
Although MAPs have been in place for some time, they are at different stages of development. Many MAPs will benefit from re-stating or discussing and agreeing:

1. Definition of violence against women
2. Role of the MAP and what it is there to do (terms of reference)
3. Who needs to be involved
4. At what level members should be involved (e.g. strategic, operational, practitioner, advisory or other)
5. What training/information they need to participate effectively
6. Who will chair the MAP
7. How it will ensure ‘buy in’ from chief officers
8. Written outcomes, strategy and action plan consistent with the national outcomes
9. How decisions will be made
10. How often members need to be present/quorum
11. How the MAP links to the Community Planning Partnership
12. The other partnerships the MAP needs to link to locally (see page 27)
13. How the MAP links to these partnerships
14. How the MAP tells people what it is doing
15. Who the MAP reports to and how often
16. How the MAP is accountable to those directly affected by men’s violence and the wider community
17. How the MAP measures its effectiveness and evaluates its work
18. How the MAP shares any lessons learned locally and nationally

It takes time to negotiate remits; to agree action required; and to ensure that all partners are sufficiently committed, informed and trained.

Models of MAPs

MAP structures must be responsive to the policy landscape and local needs and this is why it is so vital to make links across different planning groups. MAPs also need to take account of the various levels at which they need to operate.

An effective MAP operates both strategically and operationally in order to influence policy and change what happens on the ground.

Currently, MAPs are organised differently and this variation is likely to continue given the different sizes of local authorities and the geography of Scotland. While some MAPs are a blend of strategic, operational and front-line partners, this can be limiting. In order to work across different levels, it makes most sense for MAPs to disaggregate strategic and operational functions. Options include differentiating and separating members with strategic, operational and practitioner responsibilities; or setting up an overarching strategic group with separate work streams.

Typically, different layers work to different schedules (that is, strategic groups meet less often) to avoid duplication or an onerous burden of meetings.

The MAP can also create opportunities for more people to be involved less actively such as conferences and community groups.
Whatever the model, it is important to ensure that the chair is knowledgeable and influential. From experience, a strong lead on behalf of the MAP is one of the most significant factors for a MAP’s effectiveness.

**Sharing practice**

**Models of MAPs**

“We have developed a series of working groups which feed into the main group and have responsibility for progressing specific aspects of the strategy, for example prevention group; quality assurance group. The membership of the main group and the working groups needs to be appropriate to their role and remit. The working groups are focused and action-centred with involvement of members a high priority.”

Fife Domestic and Sexual Abuse Partnership

**Sharing practice**

**An influential chair**

“We have found that having an influential and senior chair has opened a lot of doors. Our previous chair was the Reporter to the Children’s Panel and the current chair is the Deputy Chief Constable. This makes a difference, particularly knowing, understanding and linking into the ‘big strategic picture’ gained through the chair’s involvement with the Community Planning Partnership and the Single Outcome Agreement.”

Dumfries and Galloway Domestic Abuse and Violence Against Women Partnership

**Checklist**

- Adopt definition of violence against women
- What is the role of the MAP (terms of reference)?
- How will it be structured?
- Who needs to be involved?
- At what level should members be involved (e.g. strategic, operational, practitioner, advisory or other)?
- Who will chair the MAP?
- How it will ensure ‘buy in’ from chief officers?
- Agree outcomes, strategy and action plan consistent with the national outcomes
- How will decisions be made?
- How often do members need to be present?
- What is the quorum?
- How does the MAP link to the Community Planning Partnership?
- What other local partnerships does the MAP needs to link to?
- How will the MAP links to these?
- How does the MAP tell people what it is doing?
✓ Who does the MAP report to and how often?
✓ How is the MAP accountable to those directly affected by men’s violence and the wider community?
✓ How does the MAP measure its effectiveness and evaluate its work?
✓ How does the MAP share any lessons learned locally and nationally?
Training

Violence against women is complex and all members of MAPs need to have a common understanding of the issues in order to work together effectively. Agreeing a common definition provides a shared basis for action but it is likely that members of partnerships will also benefit from multi-agency awareness raising training. Some MAPs have provided this for members in association with local training consortia and freelance trainers.

MAP members also need to be trained and informed to progress local priorities in partnership with training consortia as outlined in the Violence Against Women National Training Strategy, Phase II.

It is important, therefore, for MAPs to agree the level of training required for its members.

Your local violence against women training consortium can help you plan and source training for MAP members. Queen Margaret University, in association with Scottish Women’s Aid, runs a short accredited course on gender-based violence which has been jointly developed with support from the national training strategy’s learning and development coordinator. For more information see www.scottishwomensaid.org.uk

In addition, the following organisations can provide training or refer you to other providers:

Rape Crisis Scotland
46 Bath Street, Glasgow G2 1HG
Tel: 0141 331 4180
Email: info@rapecrisisscotland.org.uk
www.rapecrisisscotland.org.uk

Scottish Women’s Aid
2nd Floor, 132 Rose Street, Edinburgh EH2 3JD
Tel: 0131 226 6606
Email: admin@scottishwomensaid.co.uk
www.scottishwomensaid.org.uk

Women’s Support Project
31 Stockwell street, Glasgow G1 4RZ
Tel: 0141 552 2221
Email: wsproject@btconnect.com
www.womenssupportproject.co.uk

Checklist

✓ What level of training is expected for MAP members?
✓ What training do members need?
✓ Who can provide this for you?
Information and knowledge

Good information is important for the work of MAPs:

- MAP members need high-level knowledge and understanding about violence against women in order to support and convince others and to make good decisions consistent with the national direction
- MAPs need to gather information and explore what is happening locally in order to target their efforts, engage meaningfully with local partners and develop outcomes and action plans based on local need
- MAPs need to be skilled in ‘horizon scanning’ to keep abreast of opportunities and threats

High level information about violence against women

Starting points are:

  www.scotland.gov.uk/Publications/2005/03/20895/55133
- Women’s Support Project www.womensupportproject.org.uk
- CWASU Child And Woman Abuse Studies Unit www.cwasu.org
- End Violence Against Women www.endviolenceagainstwomen.org.uk/
- Violence Against Women Online www.vaw.umn.edu
- World Health Organization www.who.int
- UNIFEM www.unifemuk.org
- Appendix 4 gives details of useful websites
- Training - see page 18
- The Violence Against Women Team, Scottish Government is available as a resource for MAPs. In the first instance contact Jillian.Gilchrist@scotland.gsi.gov.uk
- There is a national network of MAP coordinators which meets to share ideas and discuss common issues. The network is assisted by a national network coordinator.

Information about the outcomes environment

Information about the Concordat is available on the Scottish Government website: www.scotland.gov.uk/resource/doc/923/0054147.pdf

The following toolkit may be useful in developing an outcomes approach: www.scotland.gov.uk/Publications/2009/04/23084349

Information about partnership working

See appendix 3.
Gathering local intelligence

MAPs need to gather information about what is happening. For example, one MAP commented on the challenges in convincing people that “prostitution, trafficking women for sex trade actually exist [in our rural area]”. Highland Violence Against Women Strategy, for example, commissioned research outlining gaps in service provision to evidence the need for a move to a wider agenda. West Dunbartonshire Violence Against Women Partnership predicates its work on evidence from evaluation and academic research which involves the local community. It is possible to extrapolate from national research; research done by other partnerships or agencies; from an assessment of trends; from the experience of local and national organisations working directly with those affected by men’s violence; consultation with those affected; and other focused analysis.

Sharing practice

Consulting/information gathering

“In 2008 we conducted a community consultation with a thousand households and asked questions about violence against women. This followed a 2006 survey on domestic abuse. We also ran a survey monkey questionnaire through workplaces, including the council. The results have given us a useful insight into what the local community thinks and knows about violence against women and the links between the various forms of violence. We are using this information to inform and focus our work.”

Dumfries and Galloway Domestic Abuse and Violence Against Women Partnership

Sharing practice

Information gathering

“Research is needed in our area …[to] prioritise areas of the wider violence against women agenda. The chair of the MAP has recently issued an assessment questionnaire to members to identify the current picture across the Falkirk area and to highlight emerging trends and future issues.”

Falkirk Multi-Agency Domestic Abuse Forum

Sharing practice

Learning about violence against women

“Providing presentations or training, particularly the Women’s Support Project’s very impressive presentation around the links between commercial sexual exploitation and violence against women, may be a useful way of encouraging a better understanding of the connections and the relevance of the wider agenda. Having the police on board providing factual information relating to the local presence and prevalence of other forms of VAW, such as prostitution and trafficking, is helpful in backing up anecdotal evidence and arguments for the need to address the broader VAW agenda.”
Sharing practice

Working with partners

“Do your groundwork. Hold development days, give people information, get them to think through the process with you. People need to feel like they are part of the decision-making process - however, you can direct them gently with proposals and so on circulated beforehand. As a co-ordinator I would say if you can get your partnership chair convinced and on-board this is half the battle. If they are in a senior position they have the influence to make things happen and ultimately to use their chairing skills to persuade people to see the opportunities rather than the challenges!!

Dundee Violence Against Women Partnership

Checklist

- Are members of the partnership knowledgeable about violence against women?
- What information do you need about violence against women in your area?
- What are the information gaps and how can you fill these?
- How can those directly affected by violence against women be directly involved in the information sharing/gathering process?
Membership

In order to progress work on violence against women, MAPs need to ensure that the right people are involved at the right level. The membership of your partnership should reflect the range of organisations and departments with a remit to respond to violence against women.

This is an opportunity to review current membership to broaden it; to ensure that key agencies such as health, education and the police are involved; to ensure that there is representation at the right levels; to restate commitment and expectations; and to invite new partners. These could include key influencers or organisations with specialist expertise. Think about authority and who can provide this to the MAP. Think also about the balance of gender, race, age and so on. It is also a chance to consider whether all current members will continue to have a role as the MAP evolves.

Sharing practice

Reviewing membership

"Following the development of our new strategy in Fife, we reorganised the MAP with an executive committee and three task groups focusing on provision, protection and prevention. This provided an ideal opportunity to review membership, to make sure we have the key players represented at the right level. There has been a separation of strategic groups and practitioner working groups which has helped to encourage more senior representatives to attend key meetings and keep the agenda focused. There is a role for everyone interested in working with the partnership; it is about finding where they can be most effective. We will continue to review membership, making sure we have the right people to take forward our action plan."

Fife Domestic and Sexual Abuse Partnership

Strategically, most of the relevant organisations should already be signed up to partnerships which focus solely or predominantly on domestic abuse. MAPs may now need to involve different people/departments from these agencies. For example, most partnerships have someone from the police with a domestic abuse remit but you may need a separate representative for sexual violence.

Operationally, the agencies which link with one another in response to sexual violence may vary from those responding to domestic abuse for example, rape crisis centres, genito-urinary medicine, Barnardo’s. Activity on other forms of violence against women will require involving other agencies and departments, for example those engaged with prostitution and trafficking, migrant workers and asylum seekers/refugees and offenders. There may be agencies addressing the behaviour of men who abuse women which have not previously participated. Where there are gaps in representation, MAPs should plan to fill them.

All MAPs need a core membership of committed individuals but there should be some flexibility. You may need to pull in different people for particular pieces of
work or short-term initiatives. It is not realistic or necessary to have everyone at every meeting all of the time, but meetings at which key decisions have to be made should have adequate representation.

The following checklist of key strategic members is drawn from the membership profile of MAPs already working on violence against women. The checklist is for guidance only as your membership should reflect the organisations in your area and how they are structured. Think about the level of the individual and what you want them to do, and ensure they are committed to the agenda and have the power to act on behalf of their agency/department.

**Checklist of key members**

- Child Protection Committee
- Community Safety Partnership
- Community Health Partnership
- Alcohol and Drugs Partnership
- Local Authority
  - Community Services
  - Education
  - Housing
  - Workforce development
  - Social Work (across all departments including criminal justice [criminal justice social workers have statutory duties to supervise men who have been convicted of violence towards women], children and families, community care)
  - NHS (strategic/operational lead on violence against women/gender-based violence for health board area)
- Police
- Procurator Fiscal
- Rape Crisis
- Scottish Children’s Reporters Office
- Victim Information and Advice
- Women’s Aid
- Other services working with men who abuse women
- Other voluntary sector organisations

**Sharing practice**

“Ensure as wide a representation as possible within the MAP. Engage with training consortia to raise awareness of the issues (within the MAP if necessary).”

Falkirk Multi Agency Domestic Abuse Forum

**A strong membership**

It is important that members of MAPs are clear about their role, their responsibilities in representing their agency and their responsibilities to the MAP. This means negotiating with the relevant agency about the representative, arrangements for
deputising, arrangements for persistent absence, communication and specifying terms of reference. Highland Violence Against Women Strategy has produced guidance for members which it can send to other MAPs (contact: gillian.gunn@nhs.net).

**Checklist**

- ✓ Do you have the members you require at the right level?
- ✓ Are you clear about what you expect of members?
- ✓ Are members clear about their role?
- ✓ Do you have members who are no longer required?
- ✓ Do you have a ‘contract’ with members or the agency they represent?
- ✓ What will you do if members are unable to contribute as expected?
Accountability and information sharing

MAPS need to ensure that they are accountable to the local community and consider how they share information locally and nationally.

This means that each MAP should formally agree:

- How the MAP is accountable to the local community
- How it will consult with local women
- How it will consult with local women’s groups and others working in the community
- How the MAP feeds into the national agenda
- How the MAP feeds into the local planning structures and which structures it will report to
- How constituent members of the MAP report back to their own agencies

Accountability

MAPs should be accountable to local people. This means ensuring that the work of the MAP is relevant, accessible and brings concrete benefits. As well as making the work meaningful and purposeful, this will also assist MAPs and their constituent agencies to meet their responsibilities under the Gender Duty.

MAPs should consult broadly, not just with women using services. Many women do not use services; some services may not exist in your area; and consulting with service users will not give you the information you need for prevention work. MAPs may also be able to tap into local consultations which public sector organisations must engage in within Gender Equality schemes.

If there are few services for men who abuse women in the MAP area, it may be helpful to consult with other MAPs where such services are available.

The National Standards for Community Engagement produced by Communities Scotland provides guidance on developing local participation. The standards and support materials are available at [www.communitysscotland.gov.uk/stellent/groups/public/documents/webpages/scrcs_006695.hcp](http://www.communitysscotland.gov.uk/stellent/groups/public/documents/webpages/scrcs_006695.hcp)

Sharing practice

“The partnership has always been committed to taking a community-led approach. We listen to women. We talk to them and to those advocating on their behalf. Through our practitioners group, our women’s group and through our research projects, we get a sense of what needs to be done.”

West Dunbartonshire Violence Against Women Partnership
Checklist

✓ How is the MAP accountable to the local community?
✓ How will it consult with local women?
✓ How will it consult with local women’s groups and others working in the community?
✓ How will the MAP contribute to the national agenda?
✓ How will the MAP contribute to the local planning structures and which structures will it report to?
✓ How will constituent members of the MAP report back to their own agencies?
Making the right connections

Violence against women is cross cutting and links to a wide range of legislation, national strategies and initiatives (see appendix). The work of MAPs should be linked to key legislation, national outcomes, national strategies and other local strategic partnerships.

Formal links

It is vital for MAPs to make formal links with other local partnerships in their area to ensure that there is a strategic fit and a joined up approach within local planning structures. This will add value and encourage participation and commitment. There are many ways in which MAPs can link into local structures. One of the key shifts in the definition of violence against women is that it is clearly linked to gender equality and it is important for MAPs to think about how this fits with local planning. Previously, community safety partnerships were the obvious link. With the emphasis on gender-based abuse rather than ‘violence’, there are questions about where other links might lie. Clearly, there is a strong argument to be linked in through the equalities agenda.

Community Planning Partnerships

MAPs should link into Community Planning Partnerships (CPPs). These are required by the Local Government in Scotland Act 2003 and are the mechanism for implementing local outcomes consistent with the national outcomes. There are 32 CPPs in Scotland corresponding to local authority areas and they are responsible for improving public services through effective public partnership working involving local communities. Each produces a community plan for their area. Each CPP is different but most are organised with a strategic board and groups taking forward key themes such as health, social care and housing. All areas have key strategic partnerships coming from the community planning process and we recommend that MAPs link to at least one of those. Key links to the CPP are likely to be through equalities, community safety, health but particularly equalities. You should identify the route to the CPP based on the priorities in your area and agree how you will link to it so that the work you do is included in the local community plan. This does not mean that you have to attend all the meetings involved with equalities, community safety and so on but to make sure you link to and report into the work.

The imperative on gender means that it is vital that the MAPs keep their autonomy and independence from other issues which, although important, could detract from the key messages and contribution which MAPs can make.

Sharing practice

Making links to local planning

“Our main link into the community plan and the local single outcome agreement is though the Community Safety Partnership. We made links with the Community
Safety Partnership by turning up and persevering and asking the “what about” questions. We are well linked in now but it was a matter of going along consistently and gradually persuading everyone! We had to find people who are interested, key supporters, and use their influence. It has taken three years but we are fairly well linked in. It has been challenging to link into the Community Planning Partnership because the local context is such that substance misuse is a very high priority and this makes it hard to get space for violence against women. This is likely to change given a recent report linking domestic abuse and substance misuse.  

Dundee Violence Against Women Partnership

Community Safety Partnerships

Community Safety Partnerships (CSPs) were created in the late 1990s to tackle a range of community safety issues including injury prevention, violence, antisocial behaviour, fire safety and so on. They have evolved over the years and take different forms across the 32 local authority areas. In most areas, CSPs lead on the 'safer and stronger' agenda as part of the local delivery of the Community Plan/Single Outcome Agreement. Most CSPs use strategic assessments and other analytical products to make decisions about what action is required to address a particular issue. Before the concordat, CSPs received a significant amount of ring-fenced funding, which is now part of the local government finance settlement. The Scottish Government and national stakeholders have developed a new national support framework for the community safety sector from September 2009 onwards.

There are other important local partnerships/plans relevant to this work, for example:

Community Justice Authorities

Eight local Community Justice Authorities (CJAs) provide a co-ordinated approach to planning and monitoring the delivery of offender services by planning, managing performance and reporting on performance by local authorities or groups of local authorities. Their aim is to target services to reduce reoffending and to ensure close co-operation between community and prison services to aid the rehabilitation of offenders. Each CJA consists of a chief officer, elected members of local authorities and support staff to carry out the functions of the CJA.

Multi Agency Public Protection Arrangements

Multi Agency Public Protection Arrangements (MAPPA) are required by the Management of Offenders (Scotland) Act 2005 and provide the framework for the police, local authorities, Scottish Prison Service and the Health Service to work together and with other agencies to assess and manage risk from offenders.

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8 Tayside Domestic Abuse and Substance Misuse Project at [www.dvawp.co.uk](http://www.dvawp.co.uk)
Child Protection Committees

Child Protection Committees are the primary strategic planning mechanism for inter-agency child protection in local areas.

Integrated Children’s Services Planning

The Children (Scotland) Act 1995 places a statutory duty on each local authority, in consultation with other relevant agencies, to prepare and publish plans for the provision and development of children's services in their area. The local authority is also required to publish information about the full range of children's services that it provides or purchases, including early education and childcare, social work, adoption, fostering and residential care. The integrated children’s services plan should also cover youth justice and youth services. All local partners and relevant organisations should be involved in preparing the plan, including local authority education, social work and housing departments, NHS, children's reporter services and voluntary organisations. There should be shared local ownership of the Children's Services Plan and the planning process to ensure the best possible outcomes for children and families.

Homelessness

The Housing (Scotland) Act 2001 places a statutory duty on each local authority to carry out an assessment of homelessness in its area and prepare and submit a strategy for preventing and alleviating homelessness in its area.

Alcohol and Drugs Partnerships

These are made up of local agencies including local authorities, health, police, prisons and voluntary sector to support the local delivery of the Scottish Government alcohol and drugs strategies.

Community Health Partnerships

Community Health Partnerships (CHPs) were established by Health Boards under section 2 of the National Health Service Reform (Scotland) Act 2004. CHPs are key building blocks in the modernisation of the NHS and joint services, with a vital role in partnership, integration and service design.

Violence Against Women Training Consortia

Violence Against Women Training Consortia correspond to health board areas and members are drawn from MAPs, local agencies and freelance trainers. The consortia are an important delivery mechanism for the Scottish Government’s Violence Against Women National Training Strategy, Phase II, March 2009-March 2011.
Local planning

Linking to local strategies and plans will enable MAPs to ensure that violence against women is addressed on a range of fronts. Local plans in which violence against women should figure include the local Community Plan, Children’s Services Plan, Homelessness Strategy, Health and Homelessness Action Plans, Community Safety Strategy, Joint Health Improvement Plan, Drug and Alcohol Plans, Criminal Justice Authority Plan.

Reporting

It is vital that MAPs report formally into the community planning process both in writing and verbally. The latter might be through MAP representation, for example, on the community safety partnership or by a champion on the relevant board who can speak on behalf of the MAP.

Sharing practice

Making links to local planning

“We developed good links with Fife Community Safety Partnership a good number of years ago. We provide reports to this partnership and are recognised in one of their four key outcomes. We also report to Fife Council, Police, Fire and Safety Committee. Our inclusion in these structures means that we are recognised in the Fife Community Plan and were automatically consulted about the Single Outcome Agreement. Since violence against women is a cross cutting issue we also provide information to the Health Alliance and Fife Council's Social Work and Health Committee. Fife Partnership gets regular reports from six key strategic partnerships including the Community Safety Partnership and the Health Alliance. Reports from FDASAP are through these two routes. We could not feed directly into the community plan as we are not a high enough level group.

We managed to get the links we have because we lobbied and campaigned to get funds for Fife Rape and Sexual Abuse Centre and the financial link established us with the Community Safety Partnership. It is important to keep a high profile and to keep working at making ourselves visible. We now want to link up with the Chief Officers Public Safety Group as this would help us with developing Multi Agency Risk Assessment Conferencing (MARAC) and would make senior officers take more notice of us.”

Fife Domestic and Sexual Abuse Partnership

Checklist

- Are you linked into community planning structures?
- Are you linked in through equalities?
- What other local plans do you need to link with?
- How will you go about ensuring you have influential links?
Taking action on violence against women

Working in partnership is about agreeing overall strategy and long-term goals and taking action to co-ordinate services for the benefit of communities.

Making agreements and setting goals are fundamental to partnerships making the transition to a broader focus on violence against women and working within the outcomes environment.

MAPs are at different stages in their development and we recognise that a one-size fits all approach will not work. However, the key tasks set out below provide a good basis for effective partnership working. For some partnerships, it will be important to allow time to ensure the right people are at the table, develop any new remit and agree priorities and ways of working.

The detail of how partnerships might do that e.g. aims, objectives, membership, frequency and structure of meetings, review and so on may be best developed by a small working group.

Sharing Practice

“Adopt the principle, make the links and take on work streams as appropriate which address violence against women.”

Fife Domestic and Sexual Abuse Partnership

Key tasks:

Developing the partnership

- Identify how you can broaden the local agenda so that it is consistent with the national strategic direction to tackle all forms of violence against women
- Assess common ground on which future work can be developed. This is your baseline. All partners must be able to sign up to the strategy which comes out of this
- Provide training/information and seek support if required
- Agree and adopt a definition of violence against women consistent with the national definition
- Agree common vision e.g. all women, regardless of their experience of violence and abuse should be able to go to any agency of their choice and receive the support they deserve and need
- Agree a common purpose and terms of reference for MAP
- Review membership in view of the above to reflect the range of organisations and departments with a remit to respond to violence against women
- Clarify roles and expectations of MAP representatives
- Think strategically. Identify best route into community planning partnership and links to local planning structures in order to promote the mainstreaming of violence against women.
Action planning

- Consult with local women and the wider community
- Assess local need and gaps
- Review any existing multi-agency policies and procedures for domestic abuse to see how these might apply for other aspects of violence against women
- Consider whether there is any need for additional specialist services and whether or how existing services might be adapted to provide a broader response
- Agree outcomes across the four Ps: prevention, provision, protection and participation taking into account different forms of violence against women
- Review current work plan to assess the fit
- Agree operational priorities
- Agree local action plan with clear aims and objectives which are specific, measurable, attainable, realistic and time-based. This should build on the successes of previous initiatives to tackle domestic abuse and violence against women
- Consider resource allocation – what money and resources do you already have? What additional money or other resources are needed (including staff)?

Sharing practice

Setting priorities

“We will never have enough capacity to do everything so we prioritised domestic abuse, sexual violence, (rape, sexual assault, child sexual abuse, trafficking) as these are our ‘biggest’ issues and we feel we have the knowledge, skills and experience to tackle them appropriately. We did not ignore the other issues i.e. forced marriage, female genital mutilation, honour crimes etc, however, we recognised that we do not have the knowledge, skills and experience to appropriately respond at this stage. We agreed that for the period of our current strategy our strategy group would be responsible for capacity building around these issues – mapping services, buying in training, intelligence gathering so that by the time we write the next plan we will be in a place where we can take proactive action on these issues.”

Dundee Violence Against Women Partnership

A common purpose

MAPs play a vital role in taking forward elements of the Shared Approach including the National Domestic Abuse Delivery Plan for Children and Young People and Phase II of the National Training Strategy to Tackle Violence Against Women. As well as moving to the broader violence against women this involves increasing the focus on prevention and reducing levels of violence against women.

As individuals, and as a society, we are all affected by violence against women whether or not we have direct experience of abuse. Prevention work provides an opportunity to tackle attitudes which condone and perpetuate gender inequality and to offer alternatives to both men and women on a mass/community-wide scale.
Prevention work is also a way to tackle behaviour which may be ‘violence against women’ but is not criminal or illegal. Useful campaign materials for prevention work include the Rape Crisis Scotland campaign, *This is not an invitation to rape me*, (see [www.thisisnotaninvitationtorapeme.co.uk](http://www.thisisnotaninvitationtorapeme.co.uk)) and the White Ribbon Campaign (see [www.whiteribboncampaign.co.uk](http://www.whiteribboncampaign.co.uk)) which works to ensure that men take more responsibility for reducing the level of violence against women. Several partnerships have used these to highlight issues locally. At the time of writing, there are plans for a national campaign highlighting ‘positive masculinity’.

Sharing practice

Increasing the focus on prevention

“We have done a considerable amount in schools and have always had good links with the education service. Our ‘Behind Closed Doors…Time We Opened Them!’ creative projects and event have been significant in raising awareness with young people in Fife secondary schools with young people playing a major role in encouraging teachers to support the initiative. The creative projects included drama, exhibitions, creative writing, music, writing, photography and film and succeeded in getting an important message across to many young people and their teachers. We are now looking at linking up with the White Ribbon Campaign in response to requests from young people.”

Fife Domestic and Sexual Abuse Partnership

Sharing practice

Supporting those experiencing abuse

“We managed to get money from the government’s social inclusion unit and ran a project which linked women experiencing domestic abuse and substance misuse issues. We worked with domestic abuse and substance misuse services to get them to look at and learn about ‘the other issue’. At the point when women were going to services, we made sure that women knew which agency to go to as a good first line service. We then worked with services to try to ensure that women approaching substance misuse services were routinely asked about domestic abuse and referred to Women’s Aid or Barnardo’s for support. We developed a two-day course for services along with toolkits, training materials and publicity materials. We hope the training materials will be rolled out by Scottish Training on Drugs and Alcohol (STRADA) and Scottish Women's Aid.”

Dundee Violence Against Women Partnership

Sharing practice

Supporting those experiencing abuse

“We are partners in the CEDAR (Children Experiencing Domestic Abuse Recovery) programme - a therapeutic group work programme for children and young people
aged 4–16 who have experienced domestic abuse. The programme is running in three test sites, of which Fife is one. Women have the chance to attend a women’s group to support their children while they are on the 12-week programme. CEDAR has not yet been formally evaluated but feedback to date is positive.”

Fife Domestic and Sexual Abuse Partnership

**Improving the data and mechanisms for measuring progress**

Most partnerships are likely to have evidence for domestic abuse in their area. But evidencing other forms of violence against women is also important for linking into the national outcomes as well as local outcomes. There are issues about how to gather such evidence as so much is hidden. But some areas have already started the process.

**Sharing practice**

**Improving data and mechanisms for measuring progress**

We ensure that research and evaluation are integral. We take a community-based approach to our work and this includes survivors participating fully in research activities. We have developed a strong qualitative evidence-base alongside the requirement to record and monitor quantitative and statistical data for outcome measurement.

Working across the four main themes in the national strategic approach, we have researched and evaluated prevention work in schools, service provision for women, children and young people, improving the safety and protection of women and children and increasing their participation in policy and service development. Methods include prevalence and feasibility studies; training needs analyses; service mapping and snapshot surveys; consultations with women, children and workers; service, project and course evaluations; statistical summaries, committee reports and briefing papers.

The findings provide an evidence base for new service and project proposals; funding applications; strategic, policy, service and training planning; professional practice guidelines; council committee briefings and reports. They are also included in the content of local training courses; further, higher education, post-graduate and continuing professional development (CPD) programmes, national websites and conference presentations.

Capacity for research activities has expanded through small-scale research grants and by forming multi-disciplinary research teams. Our research capability has grown through internal staff development and by joint working and secondment arrangements with partner agencies, academics and other research specialists. We can match the academic rigour and ethical guidance which specialists can contribute by enabling access to community research sites and participants.

West Dunbartonshire Violence Against Women Partnership

**Sharing practice**
Improving data and mechanisms for measuring progress

“We need to do significant work on data collection and we are stepping towards this. We have recruited a member of staff to take on this task. She has started by gathering, with a view to connecting, data being gathered by different services such as Women’s Aid, police, maternity services, drug and alcohol misuse services, housing and social work. One thing we’ve picked up already is that women experiencing domestic abuse are not necessarily disclosing to midwives when they are asked as a matter of routine. But, several months later, they are going to Women’s Aid and it turns out that they are acting on what the midwife told them. That is very heartening. We would not have been able to glean that sort of detail before. We are also planning to measure progress through a service user feedback framework. One challenge is to reach women coming through statutory services as often the focus for gathering feedback is on women who are with Women’s Aid, which may mean we miss women with a wider range of experiences of violence against women.”

Highland Violence Against Women Strategy

Checklist

✓ Is the MAP ready to work on the broader issues of violence against women?
✓ If not, what do you need to do develop its capacity to do so?
✓ How will you go about this?
✓ What support do you need?
✓ Do you have an action plan on violence against women?
✓ If not, how will you go about formulating and adopting this?
✓ How will you monitor and evaluate the plan?
Monitoring and evaluation

Monitoring and evaluating progress towards outcomes is an important part of the planning process. This will enable each MAP to judge how effective their work is and identify where there are gaps or deficiencies. For example are local services improved; are local responses consistent; are women and children safer; are perpetrators more visible and accountable?

All MAPs should work to their own monitoring and evaluation framework. This should specify what the MAP expects to achieve within a given time, and how it will know whether it has done that.

All action plans should set clear aims, objectives, targets, outcomes and performance indicators which can be properly monitored and evaluated.

There are various useful assessment tools for assessing strategic partnerships:

- Measuring the impact of partnerships

For more information on evaluation see Evaluation Support Scotland

Checklist

- Do you have a monitoring/evaluation framework?
- How will you use this to check progress and performance?
- How will you involve service users in this process?
- How will you involve the wider community in this process?
Resources

Resources are required to fund this work. This will vary according to each local area. MAPs are at different stages in development and so too is local service provision.

MAPs have developed considerably in recent years and it is hoped that this process will continue as services adapt to meet the complexity of women’s needs; to address the actions of perpetrators; and to challenge the underlying norms, attitudes and behaviour within which violence against women occurs.

MAPs might benefit from short-term capacity building funding. However, it is recommended that, as a longer term strategy for resourcing the work, there should be less emphasis on short-term funding and more on core funding, with services provided in a more integrated way.

There are currently no guarantees about funding beyond March 2011. The Scottish Government has provided significant funding since 2000, and this has been used to start certain initiatives, but MAPs need to identify mainstream resources to fund multi-agency working on violence against women. This underlines the importance of linking into key initiatives in your area, such as community safety and equalities, as these are the mechanisms for drawing funding into local areas.

Some organisations have expressed concerns about the likely volume of work and services required to tackle all forms of violence against women. However, working on violence against women is not about identifying a whole new population or new services. It is about providing better services for those who are already there and in contact with local agencies. There is a major task in raising awareness with local services, but this is not necessarily costly. For example, MAPs might want to ensure that women attending the local GUM clinic see staff who think beyond the presenting issue, for example sexually transmitted infections, and consider the possibility of sexual violence; similarly, that local housing officers consider safety and risk when providing accommodation for a woman who has survived childhood sexual abuse and whose abuser still lives in the neighbourhood.

The increasing emphasis on prevention and early intervention recognises that violence against women affects all of us – male, female, child, adult. The prevalence and ‘normalisation’ of pornographic images of women and children; obscene ‘spam’; and distorted notions of masculinity, femininity, sexuality and power impinge on all our lives. Violence against women is not something which happens to ‘other people’.

Addressing root causes and early intervention implies a ‘spend to save’ approach which will benefit outcomes, long-term health and wellbeing and the economy. MAPs have work to do in making the arguments locally and looking at how to bend resources to make this possible.

Challenging the fundamental ways in which society is organised and attitudes and behaviour which are accepted as ‘given’ and ‘the norm’ is going to be difficult and MAPs are likely to encounter resistance, even within their own membership, to the
violence against women agenda. *Safer Lives: Changed Lives* makes unequivocal statements about violence against women: what it is and why it must be eliminated.

MAPs need to discuss the balance between prevention work and services for women, children and men which take account of all forms of violence against women. Linking with local women’s groups and others will help MAPs find out more about the extent of violence against women and how this manifests in a local area. MAPs need to respond effectively and are expected to consider the best way to meet local needs, whether by adapting existing responses to domestic abuse to fit a broader agenda; through new specialist services; or though additional capacity and expertise in existing organisations. Undoubtedly, some areas will need new services. It may also be possible to share services across administrative boundaries as is done with local training consortia.

**Checklist**

- ✓ What resources do you need?
- ✓ How can you raise any shortfall – in money or in kind?
- ✓ What are the priorities for mainstreaming?
Support

The Violence Against Women Team in the Scottish Government provides information and support to MAPs.

There is a formal network of MAPs: national coordinators’ network to address violence against women.

It will also be useful to be in touch informally with other MAPs to share information, expertise and good practice.

Checklist

✔ What support do you need to develop the MAP or its work?
✔ Where can you find this support?
Appendix 1: Checklist for MAPs

Shared vision, ethos and understanding

Definition

✓ Do you need to re-define your definition and purpose?
✓ If so, how will you go about this?

Partnership working

✓ Adopt Scottish Government definition of violence against women
✓ What is the role of the MAP (terms of reference)?
✓ How will it be structured?
✓ Who needs to be involved?
✓ At what level should members be involved (e.g. strategic, operational, practitioner, advisory or other)?
✓ Who will chair the MAP?
✓ How it will ensure ’buy in’ from chief officers?
✓ Agree outcomes, strategy and action plan consistent with the national outcomes
✓ How will decisions be made?
✓ How often do members need to be present?
✓ How does the MAP link to the Community Planning Partnership?
✓ What other local partnerships does the MAP needs to link to?
✓ How will the MAP links to these?
✓ How does the MAP tell people what it is doing?
✓ Who does the MAP report to and how often?
✓ How is the MAP accountable to those directly affected by men’s violence and the wider community?
✓ How does the MAP measure its effectiveness and evaluate its work?
✓ How does the MAP share any lessons learned locally and nationally?

Training, information and knowledge

Training

✓ What level of training is expected for MAP members?
✓ What training do members need?
✓ Who can provide this for you?

Information and knowledge

✓ Are members of the partnership knowledgeable about violence against women?
✓ What information do you need about violence against women in your area?
✓ What are the information gaps and how can you fill these?
✓ How can those directly affected by violence against women be directly involved in the information sharing/gathering process?
Structures and accountability

Membership

- Do you have the members you require at the right level?
- Are you clear about what you expect of members?
- Are members clear about their role?
- Do you have members who are no longer required?
- Do you have a ‘contract’ with members or the agency they represent?
- What will you do if members are unable to contribute as expected?

Accountability and information sharing

- How is the MAP accountable to the local community?
- How will it consult with local women?
- How will it consult with local women’s groups and others working in the community?
- How will the MAP contribute to the national agenda?
- How will the MAP contribute to the local planning structures and which structures will it report to?
- How will constituent members of the MAP report back to their own agencies?

Making the right connections

- Are you linked into community planning structures?
- Are you linked in through equalities?
- What other local plans do you need to link with?
- How will you go about ensuring you have influential links?

Outcomes, actions and measures

Taking action on violence against women

- Is the MAP ready to work on the broader issues of violence against women?
- If not, what do you need to do develop its capacity to do so?
- How will you go about this?
- What support do you need?
- Do you have an action plan on violence against women?
- If not, how will you go about formulating and adopting this?
- How will you monitor and evaluate the plan?

Monitoring and evaluation

- Do you have a monitoring/evaluation framework?
- How will you use this to check progress and performance?
- How will you involve service users in this process?
- How will you involve the wider community in this process?
Resources and support

Resources

✓ What resources do you need?
✓ How can you raise any shortfall – in money or in kind?
✓ What are the priorities for mainstreaming?

Support

✓ What support do you need to develop the MAP or its work?
✓ Where can you find this support?
Appendix 2: Policy links

Legislation

Equality Act 2006
Housing (Scotland) Act 2001
Homelessness etc (Scotland) Act 2003
Local Government in Scotland Act 2003
Children (Scotland) Act 1995
Protection from Abuse (Scotland) Act 2001
Protection of Children (Scotland) Act 2003
Family Law (Scotland) Act 2006
Vulnerable Witnesses (Scotland) Act 2004
Protection of Children and Prevention of Sexual Offences (Scotland) Act 2005
Management of Offenders etc. (Scotland) Act 2005
Criminal Justice (Scotland) Act 2003
Sexual Offences (Procedure and Evidence) (Scotland) Act 2002
Adult Support and Protection (Scotland) Act 2007
Protection of Vulnerable Groups (Scotland) Act 2007

National strategies/initiatives

Violence against women

Action on Violence in Scotland, Violence Reduction Unit
Preventing Violence Against Women - Action Across the Scottish Executive, Scottish Executive, 2001

Equality

Gender Equality Duty, April 2007
Scottish Code of Practice on Gender Equality Duty, EOC Scotland, 2007
Improving the Position of Women in Scotland: An Agenda for Action, Scottish Executive, 2003

Criminal justice

Youth Justice Improvement Group's Strategy, Scottish Executive 2006
Supporting Safer, Stronger Communities: Scotland's Criminal Justice Plan, Scottish Executive, 2004

Domestic abuse

Handling Domestic Abuse Cases: A Toolkit to Aid Development of Specialist Approaches to Cases of Domestic Abuse, Scottish Government, 2008
Domestic Abuse: A National Training Strategy, Scottish Executive, 2004
Preventing Domestic Abuse: A National Strategy, Scottish Executive, 2003
Responding to Domestic Abuse: Guidelines for Health Care Workers in NHS Scotland, Scottish Executive, 2003 (in revision)

Sexual violence

Review of the Investigation and Prosecution of Rape and Sexual Assault, Crown Office and Procurator Fiscal Service, 2006

Childhood sexual abuse (adult survivors)

Survivors of Childhood Sexual Abuse: A survivor centred strategic approach, Scottish Executive, 2005

Children and young people

Early Years Framework, Scottish Government, 2009
Getting it Right for Every Child: Implementation Plan, Scottish Executive, 2006
The Mental Health of Children and Young People: A framework for promotion, prevention and care, Scottish Executive, 2005
For Scotland’s Children, Scottish Executive, 2001

Children and young people and domestic abuse

Children's Services Women's Aid Fund Monitoring and Evaluation Framework, Scottish Government 2009
Children and Young People Experiencing Domestic Abuse: Guidance Note for Planners, Scottish Executive, 2004

Child protection

Protecting Children and Young People: Child Protection Committees, Scottish Executive, 2005
Protecting Children and Young People: The Charter, Scottish Executive, 2004
Protecting Children and Young People: Framework for Standards, Scottish Executive, 2004
Vulnerable Children and Young People, Scottish Executive 2003 (including Young Runaways and Sexual Exploitation through Prostitution)
It’s Everyone's Job to Make Sure I’m Alright, Scottish Executive, 2002

Housing and homelessness

Health and Homelessness Standards, Scottish Executive, 2005
Supporting People, Scottish Executive, 2003
Guidance on Homelessness Strategies, Scottish Executive, 2002
Homelessness: an action plan for prevention and effective response - report from the homelessness task force to Scottish ministers, Scottish Executive, 1999

Prostitution and commercial sexual exploitation

Guidance for Local Authorities and their Community Planning Partners on Street Prostitution, Scottish Executive, Scottish Executive, 2007

Trafficking

Joint Action Plan on Human Trafficking, Scottish and UK Governments, 2008

Older people

All Our Futures, Planning for a Scotland with an Ageing Population, Scottish Executive, 2007

Drugs and alcohol

The Road to Recovery, Scottish Government, 2008
Hidden Harm, Scottish Executive, 2006
Getting our priorities right: good practice guidance for working with children and families affected by substance misuse, Scottish Executive, 2003

Health

Delivering for Health, Scottish Executive, 2005
Respect and Responsibility – a strategy and action plan for improving sexual health, Scottish Executive, 2005
National Programme for Improving Mental Health and Well-being, Scottish Executive, 2001

Education

Safe and Well: a handbook for staff, schools and education authorities, Scottish Executive, 2005
A Curriculum for Excellence, Scottish Executive, 2004

Vulnerable adults

Safeguarding vulnerable adults policy, Scottish Government, 2009

National and local planning

Concordat and National Performance Framework, Scottish Government and COSLA, 2007

National Standards for Community Engagement, Communities Scotland
Appendix 3: Resources for partnership working

Assessing strategic partnerships: 

Measuring the impact of partnerships: www.partnershiptool.ie

Partnership working:
www.scr.communitysscotland.gov.uk/stellent/groups/public/documents/webpages/cs_011413.hcsp#TopOfPage


Partnership Working (Rocket Science on behalf of Improvement Service, 2006): www.improvementservice.org.uk


Best Value 2 - Proposals for consultation (Audit Scotland, 2009): wwwaudit-scotland.gov.uk/BV2/


Series of current guidance notes on partnership working: www.improvementservice.org.uk

Series of current guidance and tools on partnership working: www.improvementnetwork.gov.uk
Appendix 4: Useful websites

www.captivedaughters.org
Commercial Sexual Exploitation Resource Institute. Provides news about campaigns, resources and research on commercial sexual exploitation of girls and young women.

www.crvawc.ca
Centre for Research on Violence Against Women and Children. Collaboration between University of Western Ontario, London Coordinating Committee to End Woman Abuse and Fanshawe College. Research and publications, with a focus on prevention.

www.cwasu.org
Child and Woman Abuse Studies Unit, Metropolitan University. Research and publications.

www.engender.org.uk
Engender works to make Scotland a fairer, safer place where women can flourish and contribute.

www.equalityhumanrights.com/scotland/

www.nota.co.uk
National Organisation for the Treatment of Abusers. Only professional multi-disciplinary organisation in the UK dedicated to work with sexual abusers.

www.prostitutionresearch.com
Prostitution Research and Education, run by Melissa Farley in San Francisco. Research, factsheets, publications on prostitution as violence against women.

www.rapecrisisscotland.org.uk
Rape Crisis Scotland, providing information about sexual violence, contact details for Scottish Rape Crisis Centres, news about legal issues and campaigns.

www.rcne.com
Rape Crisis Network Europe. Information about rape and sexual assault initiatives across Europe, reports and research papers commissioned as part of the “Strengthening the Linkages” project.

www.respect.uk.net
Respect is the UK membership association for domestic violence perpetrator programmes and associated support services.

www.scotland.gov.uk
Scottish Government

www.scottishwomensaid.org.uk
Scottish Women’s Aid, national office for the Women’s Aid network in Scotland. Information about domestic abuse, including contact details for local Women’s Aid groups, housing and legal information.
www.statistics.gov.uk
Links to all statistical data collected and published by U.K. and Scottish Governments.

www.survivorscotland.org.uk
Developed by the Scottish Government to provide information for survivors of and about childhood sexual abuse.

www.un.org/womenwatch/
Information on UN initiatives to end discrimination against women and girls, including those addressing violence against women.

www.unifemuk.org
UNIFEM is the women’s fund at the United Nations. Ending violence against women is one of its four strategic goals.

www.usdoj.gov/ovw
Violence Against Women Office of the U.S. Department of Justice. Useful access point for U.S. policy and research resources on violence against women.

www.vaw.umn.edu
Violence Against Women Online Resources, University of Minnesota. Resources and research articles on all aspects of violence against women.

www.vawpreventionscotland.org.uk
Network and resources for those working on preventing violence against women.

www.vawprevention.org
National Violence Against Women Prevention Research Center, U.S.A. Resources and research summaries on violence against women.

www.whiteribboncampaign.co.uk
Global campaign to ensure men take more responsibility for reducing the level of violence against women.

www.womenlobby.org
European Women’s Lobby. News on violence against women initiatives across the European Union.

www.womenssupportproject.co.uk/
Information and resources, links to other useful sites.

www.who.int/en/
World Health Organization information and research.

www.zerotolerance.org.uk
Zero Tolerance Charitable Trust, Edinburgh. Promotes innovative policy and practice that tackles the root causes of men’s violence against women and children.