The Scottish Government

Violence Against Women National Training Strategy

Phase II: March 2009-March 2011

Guidance for Training Consortia

2009
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1. Background

Context

The Violence Against Women National Training Strategy Phase II, 2009-2011, evolved from the National Training Strategy on Domestic Abuse (2004). The strategy is directed by the National Group to Address Violence Against Women. It is aligned with various national policy documents on violence against women including:

- Guidance to Multi-Agency Partnerships, Scottish Government, 2009
- Domestic Abuse Delivery Plan for Children and Young People, Scottish Government, 2008
- Chief Executive’s Letter (CEL 41) on Gender-Based Violence, NHS Scotland, 2008

This guidance should be read together with the training strategy and the above documents.

The Guidance to Multi-Agency Partnerships contains detailed information on partnership working and linking to local structures which is mentioned but not replicated in full below. It is, therefore, an important companion document to this one.

Funding and infrastructure for the strategy

The government has allocated funding for two years from 2009 to implement the phase II training strategy. The infrastructure to support this continues from phase 1 as follows:

- Three national staff to coordinate work nationally and to develop national standards and materials
- 15 training consortia roughly corresponding to health board boundaries responsible for implementing the strategy locally
- Cross-government group to provide assistance and advice in linking across government directorates and public agencies nationally; and a national training development group to oversee standards, materials, resources and support to training consortia

This guidance concerns the role of local training consortia.
2. Purpose of guidance

The purpose of this guidance is to support all training consortia to work consistently with the government’s strategic intention to address all forms of violence against women, as set out in *Safer Lives*, and to encourage training on violence against women as core business for all public agencies.

It does not prescribe what training consortia should do locally, but sets out a recommended approach to the focus of activity as well as broad principles about how to contribute to the national agenda while allowing for local flexibility.

The guidance includes examples of how training consortia across the country are approaching this work.

Good partnership working is fundamental to training consortia being effective in encouraging public agencies to adopt violence against women training as core business. Information and further reading on partnership working is contained within the *Guidance for Multi-Agency Partnerships*. 
3. Expectations of training consortia

Phase II of the training strategy does not instruct public agencies or consortia on how to target their resources as much depends on what is already in place and where the gaps are. It does, however, identify the national direction and the legislative responsibilities of public agencies which may be supported through the expertise of training consortia.

Purpose

Training consortia are the coordinating bodies for the national strategy at local level. Some are coterminous with their local authority; others comprise several local authorities. They comprise representatives of key public agencies relevant to the violence against women agenda. Their role is to ensure that the aims of the strategy are fulfilled locally, and to assist agencies to make the required change.

The focus is on helping public sector agencies do what they should be doing.

Composition and membership

Arrangements in each area vary but should follow the same basic principles:

- Each consortium should have a chair who is sufficiently senior to be able to raise the agenda at a high level
- Membership should be representative of the main public and voluntary sector partners
- Representatives should represent their agency, not simply their service area
- Representatives should understand their role within a multi-agency approach: this includes acting as a conduit for two-way communication; actively helping to identify the people with influence in their organisations and networks; and promoting the work of the consortium
- Representatives should be sufficiently senior to be able to make decisions
- Membership should reflect the experience and responsibilities required to promote the mainstreaming agenda
- The membership should include those who have links with, or who are responsible for, public sector agency training, not simply those who are interested in the agenda
- Members should be selected on the basis of their experience and what they can offer to the consortium
- There should be clear procedures for decision making, conflict resolution and ensuring accountability

See also the checklist at appendix 1

The phase II strategy provides an opportunity for consortia to review membership to ensure they have the skills and links relevant to training and to the violence against women agenda. Those involved should be able to promote the national aims and objectives at local level. The more strategic the consortium, the more influential it will be.
Approach

Training consortia should work consistently with *Safer Lives, Changed Lives* with a focus on sustainability and mainstreaming. The main elements of this approach are:

- Incremental steps
- Partnership working
- Participation
- Sharing resources
- Ensuring joint responsibility and accountability

Relationship with multi-agency partnerships

In areas where training consortia are coterminous with the local authority, MAPs and training consortia are the same body. In other areas, training consortia encompass several MAPs and local authorities. This presents both challenges and opportunities for integrating the work. There should be close working relationships between MAPs and training consortia with consistent plans and aspirations as this will benefit and add value to the work of each.

For consortia comprising two or more MAPs, there should be consistency across the area. It is expected that training within council services would need to be negotiated on an authority basis; while health and police would be negotiated centrally. This is to avoid, for example, health workers in the same NHS board receiving different training according to local authority area.

If there is no fully-functioning MAP in a consortium area, it will clearly not be possible to coordinate the work effectively and it may be that an approach has to be made through COSLA to assist in reconstituting the MAP.

Action plan

All training consortia are expected to submit action plans for the period 1 January 2010 to 31 March 2011. These should specify outcomes, indicators and actions across the four objectives of the national training strategy. They should also include an exit strategy for Government funding. The action plans should take account of equality and diversity issues. A template for action plans will be circulated to all consortia.

The action plan will be reviewed every six months by the relevant training consortium and the national training coordinator. Training consortia will be required to submit a brief exit review of work accomplished by 31 January 2011.

Monitoring and evaluation

Training consortia are expected to monitor their progress against their action plans and to undertake self-evaluation to identify to what extent their work has been effective. A monitoring and evaluation framework will be provided.

Standards for training

A working group has been established to consider national standards.
Sharing practice: Clyde

Developing accredited training

“We established a partnership with Glasgow Caledonian University’s School of Life Sciences’ Division of Psychology to jointly develop a post-experience level domestic abuse course: Responding to Domestic Abuse – an introduction to theory and practice, validated by the university for accreditation at level SHE 1. Running twice yearly, the course is now established in the university’s course programme. To improve access to those outwith the central belt, the course can be delivered in local areas. To date there have been 11 course presentations to participants from a range of agencies, including one course delivered in Argyll and Bute and three in Forth Valley. A recent evaluation shows that the course has fully met its learning aims and objectives and the aims of our training needs analysis for a post-experience course for professionals. This investment has allowed us to contribute locally to one of the wider aims of the National Training Strategy for the inclusion of domestic abuse in professional training courses. We continue our commitment to the course by funding student places and providing learning resources.”

Funding

Training consortia are funded until March 2011 by the Scottish Government with funding dependent on the achievement of action plans. This funding is limited and it is important that it is spent as effectively as possible. Examples are integrating violence against women into pre-existing mandatory training such as induction, child protection and vulnerable adults rather than taking a scattergun approach to basic awareness; targeting skills training at those who are most likely to be involved in implementing national directives such as health workers; engaging with key influencers such as managers who are instrumental in making decisions about training; and targeting work related to national initiatives such as multi-agency training specific to the Caledonian System.

This will provide long term value even if staff move on. The skills which workers will learn are transferable. For generic workers, they will take these skills wherever they work.

There has been some confusion about how budgets are spent. During phase 1, consortia had considerable leeway to spend their budget as they thought fit in recognition of the variance in skills and resources in each area. However, this meant that there was great disparity in how money was used. For phase II, this has been tightened up and spend should be targeted more appropriately on the basis of long-term value. Spending on one-off, short term work such as conferences, backfill costs for public agency staff or publications which are not strictly training materials is not appropriate.

Training consortia are also encouraged to minimise duplication of scarce resources by liaising with other training consortia and sharing expertise, trainers (especially for skills training) and materials.

Materials

Many training consortia developed training and other materials during phase 1. Some are duplicated (for example basic awareness) but others are unique and a list of these is being compiled.
Support

The national staff are available to assist training consortia. They can be contacted c/o Anne Marie Manning, National Training Coordinator:

Equalities Social Inclusion & Sport Directorate
Equality Unit
Gender and Violence Against Women Team
Area 2 G (South)
Victoria Quay
Edinburgh EH6 6QQ
T: 0131 244 8233
E: anne-marie.manning@scotland.gsi.gov.uk

The national training coordinator will visit all consortia by the end of 2009.

The team will send regular bulletins to training consortia; organise briefings and information exchange as required and run a national training conference in February 2010.

Training consortia are also encouraged to seek support informally from one another. (See appendix 4 for contact list.)
4. Defining violence against women

Sharing a common understanding and agreed definitions are fundamental to effective partnership working. So, it is important that all agencies involved in training consortia 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 Scottish 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 recognizing this definition, there is no denying or minimizing 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 recognized that this departs from the normal dictionary definition of ‘violence’, which generally requires some form of exertion of physical force. Inclusion of these behaviors 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.

The work of training consortia should, therefore, be aligned with the Scottish Government and with COSLA in adopting 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;
<table>
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<tr>
<th>Issues</th>
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<tbody>
<tr>
<td>Sexual harassment and intimidation at work and in the public sphere;</td>
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<tr>
<td>commercial sexual exploitation, including prostitution, pornography</td>
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<tr>
<td>and trafficking;</td>
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<td>Dowry related violence;</td>
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<td>Female genital mutilation;</td>
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<tr>
<td>Forced and child marriages;</td>
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<td>Honour crimes.</td>
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</tbody>
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5. Aims and objectives of training strategy

Aims

The phase II strategy continues those of phase 1 but now places them prominently within the broader violence against women agenda.

These aims are to ensure that:

- All agencies individually and working together can make the required changes to ensure that the best possible service is provided to anyone affected by violence against women anywhere in Scotland
- All agencies which come into contact with women, children and young people affected by such violence and men who use it, have the knowledge, understanding and skills to intervene effectively
- All relevant staff are equipped with the knowledge, understanding and skills necessary for working across professional boundaries

Objectives

The phase II training strategy sets the following four objectives:

1. To consolidate and progress the work developed in phase 1

Consortia are expected to submit action plans with clear outcomes and indicators to demonstrate how they will work with the phase II strategy. Consortia are not expected to start from scratch but to apply what they have already learned and developed to the overall approach of the phase II strategy. This principally means taking account of the new imperatives and opportunities presented by Safer Lives, Changed Lives, the Gender Equality Duty and other national directives/policies. It also means working more strategically to encourage the mainstreaming of training.

There are lessons from phase 1 which need to be incorporated into phase II. These include:

- Training must be developed in conjunction with services and staff groups to respond to their needs, otherwise consortia will perpetuate the idea that training on violence against women is ‘add on’ and not directly relevant
- Training should focus on skills for key staff rather than blanket coverage of awareness raising
- Time should be spent on developing links into agencies; working towards establishing relationships; and exploring ways of integrating the agenda into mainstream services
- Violence against women should be integrated within existing mandatory training such as child protection and vulnerable adults
- Agencies should be supported to develop policies and procedures which underpin services

Capacity building remains an important constituent of phase II (see section 6).
2. To link the training strategy directly to key priorities at both national policy and local operational levels

Achievements from phase 1 include:
- Establishing working relationships
- Gaining knowledge and experience
- Developing resources including banks of trainers and training materials

For phase II, these can be brought together and targeted towards national initiatives including:
- Caledonian System
- Routine enquiry of abuse within the NHS
- National Domestic Abuse Delivery Plan for Children and Young People
- Getting It Right For Every Child

Training consortia can use the knowledge and resources from phase 1 to support the implementation of national policy. How this is achieved depends on local priorities, skills, skills gaps and resources. However, the four national drivers above lend themselves to involvement from training consortia.

Extending the focus from domestic abuse to violence against women was introduced in phase 1. Many consortia have already embraced a broad focus while others have been reluctant to do so.

Safer Lives, Changed Lives establishes a common approach to working on violence against women. It is important that MAPs and Training Consortia work consistently within the shared approach and to a common definition of violence against women.

Given that consortia vary in approach, membership and setting, widening the agenda should take account of local circumstances and existing infrastructures. In some consortia areas there may already be resources which support the wider agenda, for example a rape crisis centre, with the consequent opportunity for working in partnership to provide coordinated responses. In others, there may be a lack of such resources or clear support for the agenda, so a more gradual approach may be required.

The work of training consortia could include:
- Working towards including violence against women information and examples within existing mandatory training
- Including violence against women in existing training materials, for example in case studies
- Disseminating information on the various forms of violence against women
- Providing advice, information and training on the various forms of violence against women
- When referring to domestic abuse, for example in training and conferences and project development, making the links with other forms of abuse such as stalking and harassment, sexual violence and so on
- Providing a training programme on these areas
4. To explore the potential mechanisms to ensure sustainability of the violence against women training and learning agenda in the longer term

There are various strategies for mainstreaming violence against women training to ensure long-term sustainability. These include:

- Linking the training into local structures (see section 6)
- Linking into and “violence against women-proofing” mandatory training which is already taking place in local areas, for example violence and aggression; child protection; vulnerable adults; substance misuse; integrated response to children’s needs; and staff induction.
- Contributing to existing mandatory training (such as child protection; vulnerable adults; induction training)
- Incorporating violence against women into training materials associated with mandatory training
- Ensuring organisations have stated policies and procedures for violence against women, linked to training
- Ensuring that responsibility and accountability for providing violence against women training in local agencies is traceable and visible
- Linking VAW training directly to national directives such as the Gender Equality Duty
Sharing practice: Highland

“Violence against women proofing” mandatory training

“We have looked at what other training providers offer to see that it reflects key messages about violence against women.

Our advice would be to form working relationships with other training officers. Make the links with child protection and substance misuse training. You can see what they are doing and saying and make sure that these are consistent with your messages.

By doing all this, we have made sure that all multi-agency child protection training (both generic and Hidden Harm), GIRFEC training and NHS violence and aggression training have been “violence against women” proofed. For example, the child protection training is using child sexual abuse in case study examples. Hidden Harm training uses case studies on prostitution. Thus, forms of violence other than domestic abuse, are represented.”
6. Mainstreaming training

Mainstreaming approach

Mainstreaming training on violence against women means that such training becomes core business within public agencies: it would exist whether or not there is a national training strategy or local training consortia.

The review of the phase 1 strategy indicated that, despite significant gains, there were major gaps in adopting training on domestic abuse/violence against women as core business and mainstreaming it across public agencies. Consequently, the phase II strategy promotes the mainstreaming approach by linking the strategy to national directives which are the responsibility of public agencies. Long-term sustainability of training on violence against women requires that public sector agencies accept responsibility for building it into their existing structures and systems.

The focus of training consortia is on advocating for and developing multi-agency training within public agencies. To date, training consortia have mainly taken the role of identifying the need for training; commissioning and setting up training; and inviting public agencies to send their staff to be trained. However, while this has meant that many practitioners have been trained, training consortia rather than public agencies have been responsible for providing training. With some exceptions, public agencies are passive recipients of training rather than it being core business.

However, there are also successes in mainstreaming. A contributory factor to this has undoubtedly been having consortia members, including the chair, with influence and a strategic role.

Nationally, there have been gaps in making the links across directorates and public agencies to support local efforts. Pursuing mainstreaming at a national level is, therefore, a priority and a cross-government group has been established to support this.

Sharing practice: Highland

Making training core business

“It’s about making sure that you’ve spoken to the right people. Find out who are the people who are responsible for training and then make sure that the training you are offering looks the same as the training they are doing. Make sure they understand what the training is and why and encourage them to put it on their calendars. We’ve experienced no major barriers because we got buy in from the start. But rather than developing a training programme and hoping people would come, we started from where they were and ‘gave’ to them.”

Mainstreaming through national directives, policies and programmes

In order to encourage mainstreaming, the priority for phase II is to link the work of local consortia into national directives, policies and programmes which are already the responsibility of, or relevant to, public agencies. Since public agencies will be measured on how they progress some of these, there is an opportunity for training consortia to help
agencies fulfil their obligations by helping them train the staff who need to be trained and ensuring that the required policies and procedures are in place and understood.

These directives, policies and programmes relate to the overall policy context and the work priorities which can direct the focus of training consortia:

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<thead>
<tr>
<th>Policy context</th>
<th>National Performance Framework (public agencies)</th>
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<tr>
<td>Policy context</td>
<td>The Gender Equality Duty (public agencies)</td>
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<td>Policy context</td>
<td>Safer Lives: Changed Lives (public agencies)</td>
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<td>Policy context</td>
<td>Getting It Right for Every Child model (public and voluntary agencies)</td>
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<td>Work priority</td>
<td>NHS Chief Executive’s Letter (CEL 41) on gender-based violence (NHS)</td>
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<tr>
<td>Work priority</td>
<td>Caledonian System (Community Justice Authorities)</td>
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<tr>
<td>Work priority</td>
<td>National Domestic Abuse Delivery Plan for Children and Young People (public and voluntary agencies)</td>
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Priorities

This is a big agenda and no consortium can achieve it all. It needs to be tackled in manageable steps, according to local priorities and what is realistic. But the underlying approach is for consortia to take a more strategic approach to training; and to link local work with the national objectives which are already the responsibility of public agencies. These are discussed more fully below.

National performance framework

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 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 Training Consortia 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.

**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, gender identity 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.

There is a requirement for Scottish Ministers 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 (including 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 Scottish Government's Cross-Government Group on Violence against Women (set up in January 2009) into which directorates report on their progress.
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 additional leverage for training consortia.

**Safer Lives: Changed Lives**

*Safer Lives: Changed Lives, a shared approach to tackling violence against women in Scotland, Scottish Government, 2009* aims to guide the work of all partners. Endorsed by COSLA, the approach 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 training consortia addressing the broad spectrum of violence against women. Consequently, training consortia have an important role to play in promoting the national agenda through their constituent agencies.

**NHS Chief Executive’s Letter (CEL 41) on gender-based violence (NHS)**

A three-year programme of work to improve the identification and managements of gender-based violence across NHS Scotland began in October 2008 with the issue of a chief executive’s letter (CEL) to health boards. This letter outlined the areas of development required to fulfil the aim of adopting ‘a systems approach to ensure that the NHS in Scotland fully recognises and meets its responsibilities around gender-based violence as a service provider, employer and partner agency’. Four key deliverables have been agreed:

- Implementation of routine enquiry of abuse within priority settings
- Dissemination of revised guidance to staff on abuse
- Production of an employee policy on gender-based violence
- Multi-agency collaboration on gender-based violence particularly on child protection and homelessness

A national team is in place to support this work. The team is developing training materials tailored to each priority setting and is negotiating and coordinating training across health board areas. Training consortia have an important role to play in this programme in working with boards on training in preparation for routine enquiry as well as employee policies and multi-agency collaboration. Training consortia are not expected to be responsible for initiating and providing this training. The responsibility for this lies with health boards. But they are expected to be closely involved. Consortia should discuss and agree the nature of their contribution with their local health board and the regional advisor for the national team. This might include providing expertise, trainers or local information. It is appropriate for training consortia to allocate a proportion of their funding towards delivering the strategy through the NHS.

There is a regional adviser for your area for this programme. Details are available from: 0141 276 4839.

**Caledonian System (Community Justice Authorities)**
In a bid to improve the consistency and accessibility of perpetrator programmes across Scotland, the Scottish Government is launching a new initiative, the Caledonian System. The Caledonian System is an approach aimed at increasing women’s and children’s safety. It works with men convicted of domestic abuse-related offences on a programme to reduce their re-offending while offering services to women and children. It comprises a two-year programme of intervention work with men; services to women and children affected; and protocols for all agencies working with families concerned to share information safely. It was developed for the Scottish Accreditation Panel for Offender Programmes and the Equalities Unit of the Scottish Government. It gained accredited status in February 2009. The Caledonian System will be administered by Community Justice Authorities through criminal justice social work. There is evidence that to be effective, men’s programmes are long-term and part of a systems approach. Men on longer programmes are less likely to commit future violence and more likely to demonstrate change in the underlying attitudes to women which support men’s abusive behaviours. To be effective in increasing women’s and children’s safety, and increasing the likelihood of men making positive changes, programmes need to be embedded in a wider system of multi-agency working.

Because of the potential dangers, men’s programmes must be accompanied by adequate provision for the safety and security of women and children, including services such as advocacy, safety planning, support, education groups and safe housing.

The Caledonian system is based on a risk and needs assessment, and a management approach which integrates the services designed to deal with the various risks and needs associated with the possible harm to women and children. The man’s risk of future domestic abuse is the focus of the men’s programme and supervision; the women and children’s physical safety and psychological well-being are the focus of the women’s service and the children’s service in liaison with social work and other public services and the voluntary sector.

Training consortia have a role to play in this initiative, before and when it operates, in an advisory and specialist training capacity. Public agencies will need to have the understanding and infrastructure (including staff trained to an appropriate level) to be able to introduce the programme safely and effectively. The Caledonian System depends on inter-agency protocols for joint recording, information sharing and communication; local staff involved directly or tangentially with the Caledonian System will need basic-awareness and skills based training on domestic abuse and violence against women.

**Sharing practice: Clyde**

**Linking domestic abuse prevention and training**

“West Dunbartonshire’s Reduce Abuse project provides domestic abuse and sexual bullying prevention programmes as part of the curriculum in primary, secondary and special needs schools in West Dunbartonshire. This high profile project uses various partners, resources and innovative multi-media methods to raise issues, identify needs and promote local services to young people. A teacher training programme using specially designed teaching and resource packs for these programmes has been developed. The Reduce Abuse project coordinator also contributes to implementing the consortium’s training strategy through our GIRFEC domestic abuse training programme and the local continuing professional development programmes for school staff. The project’s work is therefore directly linked to implementing our violence against women training strategy.”
National Domestic Abuse Delivery Plan for Children and Young People and the Getting It Right for Every Child model

The National Domestic Abuse Delivery Plan for Children and Young People aims to improve outcomes for all children and young people affected by domestic abuse, drawing on *Getting it right for every child principles and values* and the aims of the National Strategy to Address Domestic Abuse in Scotland, 2000. It is also underpinned by the *Gender Equality Duty*.

*Getting it right for every child* (GIRFEC) is a national programme which seeks to enable parents, families, practitioners and communities to identify, at the earliest possible stage, where support is needed for a child and to provide that at the earliest opportunity. *Getting it right for every child* experiencing domestic abuse aims to ensure that agencies work together to ensure that children and young people affected by domestic abuse are safe, nurtured, healthy, achieving, active, respected, responsible and included. It is a model of good practice which promotes the concept of effective multi-agency working and protecting the mother as an effective means of protecting the child.

The delivery plan framework is based on GIRFEC principles and covers 13 priority areas across protection, provision, prevention and participation. These are:

1. Improve the National Health Service (NHS) identification of, and response to, the needs of women and children experiencing domestic abuse.
2. Develop a universal, systematic approach to information gathering and decision making that will place children’s needs and wishes at the heart of agencies’ response to domestic abuse.
3. Develop interventions targeted at perpetrators of domestic abuse which are integrated with appropriate support services for women and children.
4. Further develop specialist approaches to the handling of domestic abuse cases within the criminal justice system.
5. Ensure children and young people affected by domestic abuse do not experience additional physical, emotional or psychological harm as a consequence of contact arrangements (both court and privately arranged) with the abusive parent.
6. Ensure all children and young people affected by domestic abuse have access to specialist services that meet their needs.
7. Develop and pilot a community-based group work intervention for children and their mothers affected by domestic abuse.
8. Reduce the risk to women and children of becoming homeless as a consequence of domestic abuse and ensure, whenever necessary, they are supported to make the move to safe and suitable accommodation without facing additional emotional, economic or social disadvantage.
9. Ensure a consistent, holistic approach to children and young people affected by domestic abuse through the development of skilled workforces and robust inter-agency working.
10. Improve the way that schools and school staff respond to domestic abuse and to the additional support needs of children and young people affected by domestic abuse.
11. Support individuals, organisations and communities across Scotland to engage in local action aimed at preventing and reducing the harm caused by domestic abuse to children, young people, their families and communities.
12. Ensure the general public understands the impact of domestic abuse on children and young people from the perspective of children and young people, and ensure children and young people themselves know what to do and where to get help if they are affected by domestic abuse.

13. Ensure the ongoing participation of children and young people affected by domestic abuse in developing policy and practice to address domestic abuse.

**Highland**

**Developing new approaches to training: “Meeting the Need”**

“By jointly working with other providers we have developed a one-day course (Meeting the Need: violence against women and children) which looks at violence against women through the life cycle in order to support young people. This follows on from the evidence that by supporting women, services also support children. It is aimed at all staff working with children and young people and/or women who have children, but particularly those who have a statutory duty for children.”

**Mainstreaming through local structures**

Training consortia need to have formal links with other local partnerships to ensure that they are incorporated within local planning structures from where they can promote the training agenda. 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 training consortia to think about how this fits with local planning and the expertise which they can offer to public agencies.

The logical link for training consortia is through Community Planning Partnerships (CPPs) as formal links with public structures will contribute to long-term sustainability. CPPs 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 training consortia should link to at least one of those. Key links to the CPP are likely to be through *equalities, community safety, health* but particularly equalities.

Training consortia should identify the route to the CPP based on the priorities in their area and agree how they will link to it so that the work they do is included in the local community plan. This does not mean that consortia have to attend all the meetings involved with equalities, community safety and so on but to make sure they link to and report into the work.

**Sharing practice: Lothian**

**Training as core business: Integrating core messages about domestic abuse into statutory training**

“We targeted managers, child protection trainers and adult support and protection trainers as well as those with a focus on strategic workforce development inviting them to a “free learning opportunity” one-day event. We kept this tight, and deselected applications from
frontline workers. The aims of the session were to disseminate consistent messages about domestic abuse, and explore how these could be integrated into training programmes and practice. We combined a variety of methods using national and local trainers’ expertise and this was very powerful - we really got through to people. We were not preaching to the converted. We knew that we would not be able to persuade those responsible for adult protection and child protection training to simply incorporate domestic abuse training. This was because of lack of time and space to do it justice within existing training and there were some concerns that we might expect domestic abuse to “take over” their training. But what this day achieved was to persuade them that core messages can be interwoven into statutory training, for example in case studies, and staff can be signposted to attend more in-depth training with the consortium. People were enthusiastic and fired up by the day, leaving with a value base, core messages and new perspectives on a familiar issue which they will integrate into their training. We plan to repeat this and would encourage other consortia to take this approach.”

**Mainstreaming through capacity building**

A significant element of the phase 1 approach was to build capacity. This was interpreted as using a cascade model to train trainers who would deliver training on behalf of local consortia. Where adopted, it worked for some consortia and not for others.

For some, the lack of progress may be down to a lack of rigour in negotiating with local agencies about staff release and in the recruitment, training and supervision processes. If this is the case, appendix 2 from Highland may be helpful.

For others, there may have been difficulties with the cascade model itself. If this is the case, there may be more benefit in training agency trainers so they are skilled in training on violence against women within their own discipline. For example, consortia could run training for trainers sessions for NHS trainers to support routine enquiry. Similarly, training for trainers could be provided to education trainers, child protection trainers and so on. This may make it easier to negotiate staff release.

If, as may be the case in some rural areas, there are not enough people who are trained or experienced, consortia may be able to partner with other consortia to run joint courses or share skills and training materials.

**Sharing practice: Highland**

**Capacity building**

“Capacity building through training for trainers has been very important for working in a rural area. It’s the only way we can do it – to keep costs down you need to have local people doing the training rather than bringing them here from elsewhere. We have to provide services on an outreach basis; it’s the same for training.

We started by getting buy-in from agencies to supply us with trainers. We approached senior managers to get permission for staff to be released six times a year. They all agreed. To get a pool of potential trainers we advertised widely. We circulated the people we knew but we also put adverts into internal publications including those containing internal jobs. This encouraged applications from a far wider range of people than we might otherwise have
reached. We then asked people to fill in an application form and conducted a formal interview process. Our bank of trainers has remained constant at 20 with very little turnover. We maintain regular contact with trainers, keep them updated, conduct ongoing appraisal and contribute to their CPD through development days. This helps them feel part of something bigger. It sounds like a challenge and a lot of work but it isn’t really. We have agreement from public agencies and good foundations. And we don’t just have the usual suspects delivering the training.”

Capacity building remains a valuable way to increase the volume of training and to skill ‘champions’ and trainers within public agencies. However, the approach needs to be clear and the definition which was issued in phase 1 is adapted and re-stated below for the purposes of phase II:

“Capacity refers to an organisation’s ability to achieve its mission effectively and to sustain itself over the longer term. Capacity also refers to the skills and capabilities of individuals within an organisation.

Capacity building refers to the activities which improve an organisation’s ability to adhere to its mission or a person’s ability to define and realise their goals or to do their job more effectively. Capacity building may relate to any aspect of an organisation’s work and goes beyond the conventional perception of training.

As far as this relates to implementing the training strategy, capacity building means developing and implementing a range of activities and systems which need to be put in place to ensure that violence against women training is integrated into the core activity of organisations. This will subsequently increase workers’ capacity to respond more consistently and effectively to survivors of men’s violence against them. The essential element of capacity building is that those activities and systems will be sustainable at the end of the strategy’s term and will leave a permanent legacy within and among agencies to continue to work in the future.”

Sharing practice: Highland

Developing new approaches to training: “Violence against women and substance misuse”

“We are working with STRADA with the support of the Highland Drug and Alcohol Partnership to develop training on substance misuse and violence against women. This is level two and skills based. We will pilot this by inviting key stakeholders and running it as if it were a regular training course. This is bringing together two sectors which will help service delivery and contribute to mainstreaming the issues. It will also build on the excellent work that Tayside have developed on this issue.”

1 Adapted from definition of Greater Glasgow Domestic Abuse Training Consortium
Appendix 1: Checklist for implementing the national violence against women training strategy

 ✓ Re-state the purpose of the consortium and terms of reference
 ✓ Adopt the Scottish Government definition of violence against women
 ✓ Agree common ground – some aspects of the VAW agenda may require a longer-term approach
 ✓ Discuss the priorities for phase II with members
 ✓ Review your membership in view of these priorities and adapt it accordingly
 ✓ Review your links into public agencies
 ✓ Consider your links into the Multi Agency Partnership(s) and local planning structures
 ✓ Review your strategic links and options for mainstreaming
 ✓ Agree lines of responsibility
 ✓ Agree how you will make decisions, including priorities
 ✓ Develop an action plan consistent with the phase II objectives
 ✓ Agree method for monitoring and reviewing this
 ✓ Allocate your budget
Appendix 2: Sample – Highland Wellbeing Alliance - Violence Against Women Training for Trainers – Timeline

Recruiting trainers

- Agreement from agencies to release staff without cost
- Agreement of advertising processes within agencies for trainers and for forthcoming training
- Training for trainers sourced
- Training for trainers dates set
- Agreement of application pack contents
  - Advertising training
  - Answering queries from potential applicants
  - Application form – including T4T dates
  - Supplementary info, e.g. background info
  - Line manager’s agreement
  - Covering letter
- Agreement of interview panel
- Agreement of interview questions and criteria on what you are looking for
- Shortlist phase
  - Interview offer letter
  - Roles and responsibilities of trainers
  - Materials suggesting what interviewees should read
- Interviews held
  - Successful candidates informed
  - References sought
- Training pack content agreed – basic awareness
- Training for trainers – day 1
  - Agreement on training consortium members to attend T4T (suggested interview panel members)
  - Discussion with trainers after day 1 on their thoughts
- Remainder of training for trainers – 3 more days
- What constitutes not passing the training for trainers and how will individuals be informed of this?

- Developing training calendar

- Matching trainers – based on skills and geography
- Clarifying need in each location
- Developing calendar with trainers, e.g. the dates
- Booking venues and catering
- Advertising the dates through agencies
- Database created to book participants on the courses
- Confirmation to participants
- Photocopying of training materials
- Trainers receive training materials
• Quality assurance mechanisms agreed
  • Evaluations – pre, on the day and post
  • De-selection of trainers
  • Identifying further development and training needs
  • Meeting development and training needs

• Future needs
  • Other training packs/courses required
Appendix 3: Resources list

The following resources are available from Highland Wellbeing Alliance:

The consortium

- Background statement on violence against women
- Guidance for local fora group members
- Guidance for strategy multi-agency group members
- Guidance for strategy steering group members
- Guidance for training and awareness group members

Training for trainers

- Checklist - timeline
- Application form
- Application letter
- Guidance for interviewers
- Interview question sheet
- Interview score sheet
- Job description and person specification
- Line manager contract
- Register of trainers

Standards

- Quality assurance paper

Available from Gillian Gunn, Highland Community Planning Partnership: gillian.gunn@nhs.net
## Appendix 4: Training consortia contacts

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