

If not
you
...**who?**

Dundee Violence Against Women Partnership



Strategic Plan

2022-2025

Working in partnership to prevent and eradicate all forms of violence against women and girls

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Dundee
**Violence Against
Women Partnership**

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I am very pleased, as Chair of the Dundee Violence Against Women Partnership to present this strategic plan covering the period of 2022-2025. This plan builds on the work which has taken place over the last couple of difficult years and aims to consolidate the additional resources gained and the progress made. The plan also reflects Dundee's commitment to develop a more joined up approach to all aspects of public protection.

The Dundee Violence Against Women (VAW) Partnership supports the Scottish Government's view that "violence against women and girls, in any form, has no place in our vision for a safe, strong, successful Scotland. It damages health and wellbeing, limits freedom and potential, and is a violation of the most fundamental human rights" (Equally Safe 2014). This view means all agencies in Dundee are committed to addressing all forms of VAW including domestic abuse, rape and sexual assault, commercial sexual exploitation, pornography and trafficking, female genital mutilation, honour-based violence, forced marriage, child sexual abuse and exploitation.

Tackling all forms of violence against women requires the commitment and co-operation of a wide range of partner organisations from the statutory and voluntary sector. Our partners have demonstrated their dedication to tackling this issue and I recognise the progress made by so many in the last couple of years. I am confident that they will continue to work with us in implementing this strategic plan for Dundee.

In the last year we have seen a number of new and exciting services established including ASSIST (court advocacy service for those experiencing domestic abuse), CEDAR (long term therapeutic support for women and children who have experienced domestic abuse), a pilot service at Deaf Links, additional training and capacity building for non specialist staff and a new duty team at Dundee Women's Aid and WRASAC which has cut waiting times and improved access to support. Whilst I welcome the additional resources I also recognise the additional burden to agencies establishing and sustaining these new services and the need for long term funding.

This plan builds on the work of the Partnership to date ensuring more effective joint work and planning with the other Protecting People areas such as Adult & Child Protection, Alcohol and Drugs, Suicide Prevention & Management of offenders to protect the public. This document sets out our key priorities for 2022-2025. Our key commitments are

- to continue to improve our response to vulnerable people with complex needs and issues, in a more strategic and joined up way,
- to develop and implement a comprehensive prevention strategy and
- to address the crucial funding issues which limit the support available to women and children experiencing male violence

I want to acknowledge and thank the women with lived experience who have shared their views and opinions with us in order to improve services and make them more accessible and welcoming.

I recognise that the cost of living crisis and the rise in families facing poverty provides a significant additional burden. However, I have every confidence that by working together more closely and more effectively we can deliver significant change for women, children and young people who are affected by violence and abuse and work towards our long term aim of eliminating violence against women in the city.



Ann Hamilton
Independent Chair
Dundee Violence Against Women Partnership

Introduction & Background 2



The prevention and elimination of all forms of VAWG require, as a starting point, a shared understanding of the nature and causes of such violence.

Members of the Dundee VAW Partnership have agreed that the term violence against women should be defined as including:

- domestic abuse (including coercive control)
- rape and sexual assault
- childhood sexual abuse (including incest)
- sexual harassment and intimidation at work and in public spaces
- commercial sexual exploitation and prostitution
- pornography
- trafficking for the purposes of sexual exploitation
- dowry related violence
- harmful practices (including Female Genital Mutilation, Forced Marriage, Child Marriage and “honour” crimes)

2.1 Equally Safe

In 2014 the Scottish Government published *Equally Safe: Scotland's strategy for preventing and eradicating violence against women and girls*. In 2016 the national strategy was updated and a framework providing guidance for implementation was included. Equally Safe provides strategic direction to tackle all forms of gender-based violence and abusive behaviour.

The aim of Equally Safe is:

To work collaboratively with key partners in the public, private and third sectors to prevent and eradicate all forms of violence against women and girls.

Equally Safe has four key priorities, including:

1. Scottish society embraces equality and mutual respect, and rejects all forms of violence against women and girls
2. Women and girls thrive as equal citizens – socially, culturally, economically and politically
3. Interventions are early and effective, preventing violence and maximising the safety and wellbeing of women, children and young people
4. Men desist from all forms of violence against women and girls, and perpetrators of such violence receive a robust and effective response

Looking Ahead:

- As mentioned above, the Scottish Government and COSLA published the **Equally Safe Delivery Plan** which outlined 118 key actions that national partners committed to undertake between 2017 and 2021 to support the implementation of Equally Safe.
- The Scottish Government and COSLA have announced they will publish an **updated Delivery Plan** in Spring 2022, outlining actions that will be progressed nationally between now and Autumn 2023 to support the priorities set out in Equally Safe.
- A refreshed **Equally Safe Strategy** is due to be published in Autumn 2023 to support the next phase of Equally Safe.
- Alongside this work, Scottish Government has confirmed that an **Independent Strategic Review of Funding and Commissioning of Violence Against Women and Girls (VAWG) Services** will commence in April 2022, with recommendations due by March 2023.

2.2 Gendered Approach

The Dundee VAW Partnership continues to follow a gendered analysis in its approach and understanding of violence against women.

Based on the United Nations Declaration on the Elimination of Violence Against Women, *Equally Safe* adopted the following definition of gender based violence:

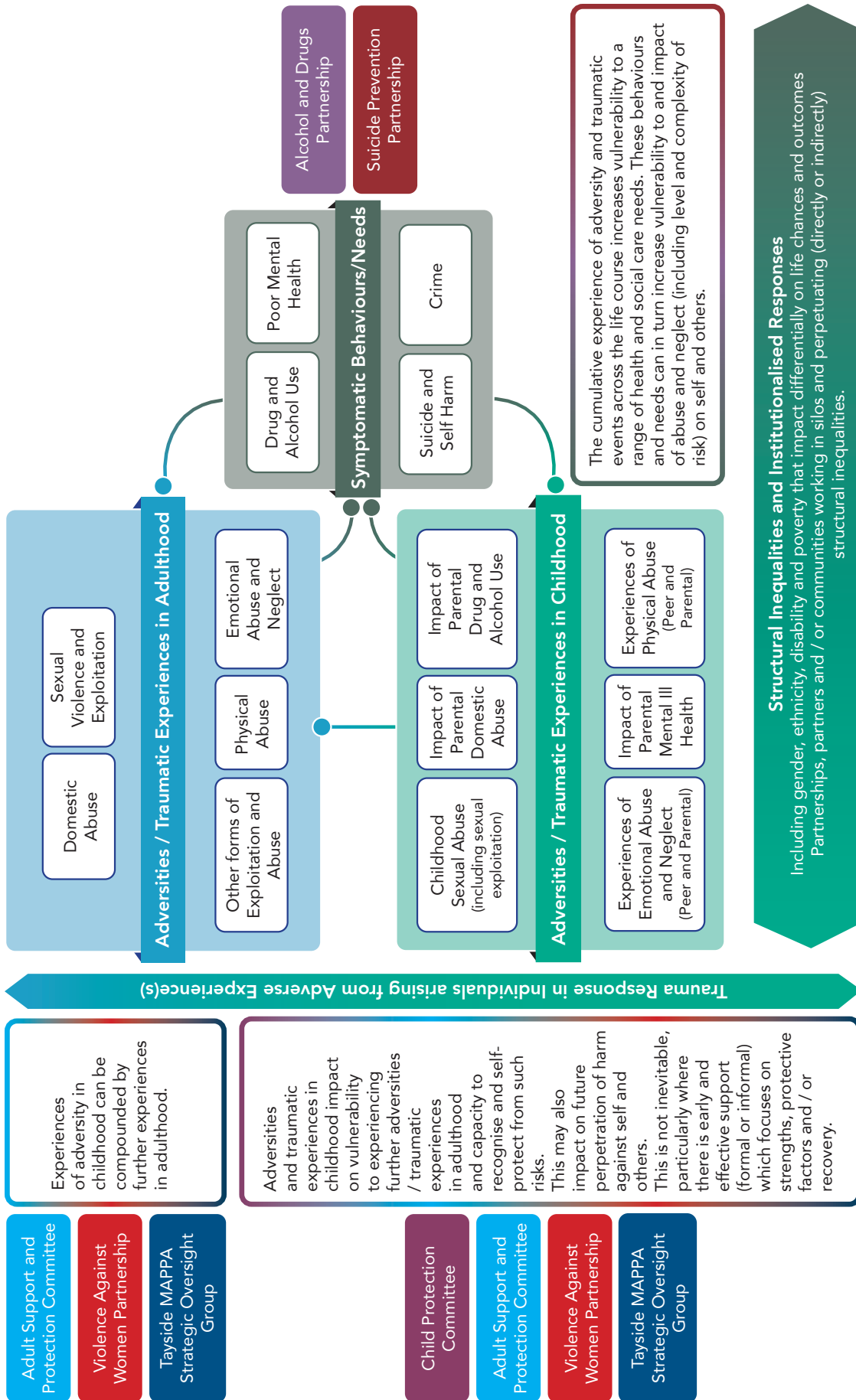
‘Gender based violence is a function of gender inequality, and an abuse of male power and privilege. It takes the form of actions that result in physical, sexual and psychological harm or suffering to women and children, or affront to their human dignity, including threats of such acts, coercion or arbitrary 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 girl’s 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.’

A gendered analysis does not exclude men, but rather recognises that women and girls are disproportionately affected by particular forms of violence that they experience because they are women and girls. Men, boys and non-binary individuals may also be victims of violence and abuse and the Dundee VAWP is committed to ensure there are appropriate services responding to the needs of all victims of such violence.

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2.3 Protecting People Approach

For the last 10 years in Dundee, we have been pursuing an integrated Protecting People approach that responds to the lived experience of people at risk of harm. We were one of the first partnerships in Scotland to formally adopt this approach and only in recent years has this become a more common feature across Scotland. We believe this approach reflects the lived experience of children, young people and adults, responds to complexity of need and focuses on underpinning root causes rather than presenting issues alone. We take a whole systems response and that allows us to focus on smaller number of strategically important issues and make greater gains in these areas. The graphic on the following page illustrates the reasoning behind our approach.



Our Understanding of the Local System

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The Impact of VAWG on Individuals and Communities in Dundee

Prevalence figures 2020-21 (Police)

2593 incidents of domestic abuse, rate of incident = 174 per 10,000 population putting Dundee with the highest rate in Scotland.

572 sexual crimes, rate of incident = 35 per 10,000 population.

Our local specialist services

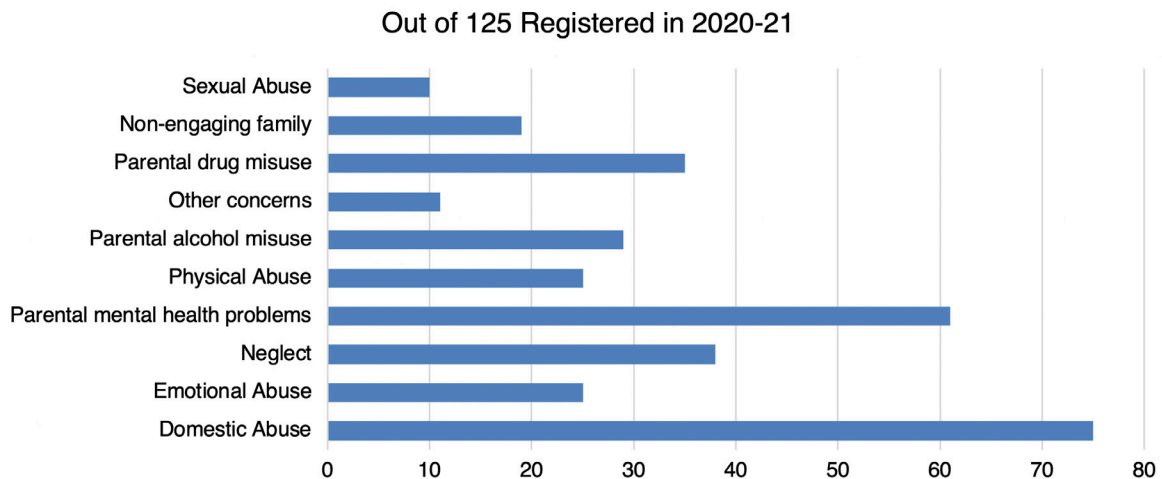
1266 women and 171 children and young people were supported by our specialist services in Dundee during 2020-21.

MARAC figures

122 cases discussed at MARAC in 2020-21.

In Dundee we know we have a high level of domestic abuse cases with added complexity relating to alcohol and drug issues, homelessness, mental health and suicide risk.

The Dundee Child Protection Committee annual data also shows that *Domestic abuse* has remained the most common concern with 60% of children registered under this heading during 2020-21 (financial year used).



Impact of COVID-19

With Scotland entering lockdown on the 23rd March 2020 due to COVID-19, and the pandemic persisting throughout the year, this undoubtedly had an impact of VAW services and vulnerable women in Dundee.

- In 2020/21 there were 1,437 referrals to Dundee VAW services. This was a 3% decrease compared to the previous year pre-COVID.
- During the height of the pandemic face-to-face support was halted with all services delivering support remotely via telephone or video call. As restrictions eased some services were able to resume in-person support, however with women appreciating the flexibility remote support offered some continued with this. Many services expressed this blended model to be much more efficient in terms of maximising staff capacity and is a model some plan to continue operating after the pandemic. Most services throughout the year voiced concerns surrounding the negative impact of the pandemic on staff's mental health due to increased workload, complex cases and continued client safety risk.

Throughout the year women with increased complexities presented to VAW services. This resulted in the women requiring support for extended periods of time, ultimately increasing demand on services. Many services reported the pandemic's negative impact on women's mental health and wellbeing. Other complexities women presented with were substance use and homelessness.



The National Guidance for VAWPS (2016 version) and supplementary guidance published during Covid-19.

The guidance developed in 2016 is designed to promote an effective and strategic approach to reducing violence against women and its negative impact on individuals and communities. It supports VAW Partnership chairs and supporting officers to promote this priority and integrate planning into broader multi-agency work at a local level. It also helps ensure that partnerships are working in line with the priorities set out in Equally Safe and help them to develop effective local strategies and activities to tackle violence against women and girls in all its forms.

Specifically, the guidance introduces 6 ‘minimum standards’ that the Scottish Government and COSLA expect VAW Partnerships to work towards and identifies the core activities that all VAW Partners will be expected to undertake and these are detailed further on in this document.

During Covid-19 further supplementary guidance was published. The overall aim of this supplementary guidance is to ensure that a sustainable, joined-up approach to safeguarding the needs of women, children and young people experiencing VAWG during COVID-19 continues to be embedded at a local strategic level. Specifically, it aims to:

- Ensure local decision-makers are aware of the suite of COVID-19 guidance that has been developed nationally that will be relevant to supporting women, children and young people affected by VAWG, and tackling perpetrators of that abuse
- Highlight potential risks to women, children and young people during the pandemic and support local decision-makers to identify mitigating actions they can undertake in the short, medium and long-term; and
- Support planning through recovery, renewal and transformation to ensure that women, children and young people’s equality and human rights are promoted at a strategic level in order to support a longer-term shift towards preventing VAWG in Scotland.

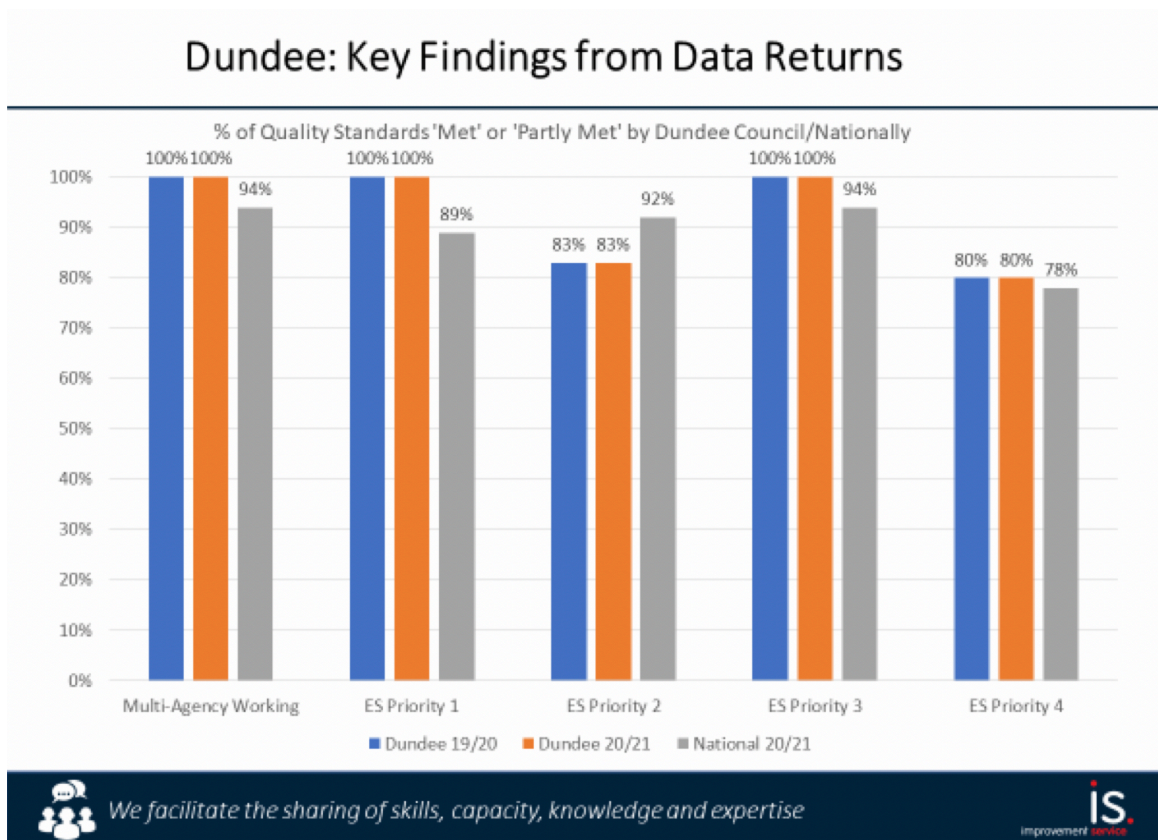
An overview of key risks and mitigating actions for decision-makers to consider is in the guidance and these have been incorporated into our strategic plan.

The Equally Safe Quality Standards and Performance Framework

The Equally Safe Quality Standards and Performance Framework respond to the expectations set out in *Equally Safe* and in the Violence Against Women Partnership Guidance, in relation to effective performance management.

The **Quality Standards** aim to raise awareness of the types of services, policies and processes that are most effective in tackling VAWG and capture data on the extent to which they are currently being delivered across Scotland. The **Performance Framework** aims to measure the impact that these services, policies and processes are having on the lives of people and communities affected by VAWG. Collectively, the two resources aim to support VAWPs to capture key performance data and facilitate a consistent approach to measuring and reporting on the progress being made to achieve the ambitions set out in *Equally Safe* at a local level.

The graph below details how Dundee has performed against its own reported figures from 2020-21 and the national average. The figures show that Dundee meets or partly meets 100% in three of the Priority areas, and reports meeting or partly meeting at least 80% of Quality Standards in the other two Priority areas. Dundee also exceeds the national average in all priority areas.



Trauma Informed Implementation:

The Dundee Trauma Steering Group have recently launched a local implementation plan for trauma informed practice across the workforce in Dundee.

Research tells us that while anyone is at risk of experiencing trauma, women are significantly more likely than men to experience trauma as a result of being a victim/ survivor of domestic abuse, rape and sexual assault, stalking and harassment, commercial sexual exploitation and other forms of gender-based violence. Women are also likely to face significant **barriers to accessing support** for violence and abuse as a result of experiencing feelings of **stigma, blame and judgement** around their traumatic experiences, **not feeling believed** by professionals if they disclose what has happened to them, and facing **complex referral pathways to support**, which can be re-traumatising. Without adequate support, women and children who have experienced VAW are at **increased risk of experiencing other negative outcomes**. It is therefore vital that trauma-informed systems and services are in place locally that take account of previous, current or ongoing experiences of violence, abuse and trauma, and **ensure that women and children's voices are heard** and their rights are respected.

VAW and Public Health:

VAWG damages the **health and wellbeing** of women, children and communities. The **Public Health** agenda provides a valuable opportunity for VAW Partnerships to raise awareness of the harm caused by VAWG and demonstrate how multi-agency VAW Partnerships contribute to the Scottish Government and Cosla's joint vision to ensure people in Scotland:

- Live in vibrant, healthy and safe places and communities;
- Flourish in our early years;
- Have good mental wellbeing;
- Reduce the use of and harm from alcohol, tobacco and other drugs;
- Enjoy a sustainable, inclusive economy with equality of outcomes for all; and
- A Scotland where we eat well, have a healthy weight and are physically active

VAW and Community Justice:

VAWG is also a key Community Justice issue and contributes to the priorities set out in the National Strategy for Community Justice to (i) prevent and reduce further offending by addressing its underlying causes and (ii) Safely and effectively manage and support those who have committed offences to help them reintegrate into the community and realise their potential for the benefit of all citizens.

Women in the criminal justice system are likely to have complex needs and have higher lifetime incidences of trauma than either male prisoners or women in the general population, including severe & repeated physical, sexual and emotional abuse & victimisation.

There are currently **low conviction rates** for domestic abuse, rape and sexual assault and other VAWG offences in Scotland. Only a small proportion of those people who are convicted then going on to access **specialist perpetrator interventions** to hold them account for, and support them to change, their offending behaviours.



The Transforming Public Protection Programme.

The TPP Programme was established in August 2018 to address areas for improvement arising from the Joint Inspection of Services for Adults at Risk of Harm and a range of internal self-evaluation activities. The original programme aim and areas of focus were as follows:

Programme Aim: This two-year programme will be focused on embedding safe systems of practice that are resilient to changing resource pressures and promote consistency of practice and quality across all protection responses.

Areas of focus:

- Practice development / improvement
- Leadership and governance improvement
- Integrated service re-design

During 2019 there was a significant focus on enhancing leadership support and scrutiny for public protection. The core functions of public protection committees and partnerships were identified and are integrated into our strategic plan:

The TPP Oversight group has recently been meeting to revise the programme for the next phase of work, TPP2.

Revised aim: A programme of collaboration with multi-agency leaders and the multi-agency workforce supporting the achievement of excellence across core aspects of protecting people practice and the realisation of transformative, integrated approaches that deliver sector leading whole system responses to people of all ages who are at risk.

The group have also identified some key outcome statements to support the overall programme aim:

- Integrated partnership approaches towards improving support to people with often multiple, complex and changing needs which typically arise from experiences of trauma, instead of individually and separately addressing specific themes.
- Shared development across the system, from prevention through to crisis responses, of types and levels of quickly accessible support which proportionately reflects whole family and/or individual needs and risks; enhances strengths; and avoids dependency.
- Joint development of excellence in the foundational practice requirements of chronologies, assessments, plans and engagement and participation, including involvement in decisions affecting day-to-day lives and wider strategic developments.
- Integrated approach towards quality assurance, outcome measurement, learning and workforce development, communications and practice improvement, involving organisations, services and teams working together across boundaries as a single total resource.

The group concluded that the 3 areas of focus from TPP1 remain broadly fit for purpose for TPP2, with some minor changes to descriptive wording.

It is very important that we considered the aims of TPP2 as we revised our DVAWP strategic plans.

The development of a corporate public protection risk register during Covid-19

During the Covid-19 pandemic all protecting people committees and partnerships developed a COVID-19 Strategic Risk Register and this will develop into a broader integrated strategic risk register to support business as usual activity across the protecting people structure.

This integrated risk register ensures we are focused on the key risks relating to VAW in Dundee and forms the basis for our VAWP meeting agendas as well as our reporting into the Chief Officers Group.

Key risks identified currently are:

- Operational capacity
- MARAC Capacity
- Funding for specialist services
- Court delays/backlog
- Equalities infrastructure
- Staff wellbeing

Dundee VAWP Development Session (facilitated by the Improvement Service)

To help inform the development of Dundee VAW Partnership's new action plan, a development session took place on the 23rd of March 2022 to capture partners' views on what the key priorities for the Partnership should be going forward, and how it can best ensure it meets its strategic outcomes. The session also provided an opportunity for the Partnership to discuss the progress that has been made in delivering the Partnership's current strategy and action plan, and to identify key areas of focus for the year ahead. The following key discussions were captured.

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Reflecting on the previous year:

Achievements

- The work undertaken by the Partnership in response to COVID-19 has assisted services and organisations in continuing to support women affected by VAWG. Additionally, Dundee has utilised the additional COVID-19 funding to help progress projects from ideas to reality.
 - The adoption of the Risk Register appears to have increased senior leaders and decision-makers understanding of the risk of VAWG and how this is connected to other areas, such as addictions and child protection.
 - The activities of the 2021 '16 Days of Activism Against Gender-Based Violence' campaign significantly increased engagement within the Dundee community, particularly with young people.
 - A dedicated mental health resource for women experiencing VAWG has been mainstreamed over the last year, providing much needed support for this group. This concept could be expanded upon as this resource is small and would benefit from being incorporated within future strategies and action plans.
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Opportunities

- There is an abundance of good work taking place in Dundee in relation to VAWG, however, this needs to be sustained in order for continued progression. A focus on embedding current practices across all policy areas and maintaining the current momentum is viewed as important.
- A focus on prevention work is necessary to ensure the VAWP continues to advance towards the ultimate goal of eradicating VAWG.
- With the Equally Safe funding stream potentially becoming more strategic and long-term, the Partnership will be able to utilise this to further current projects.
- With the development of a new action plan for Dundee, it can be ensured that intersectionality is explicitly incorporated throughout in order to better represent specific groups affected by VAWG.

- The additional funding that has been provided offers potential for increased work to tackle VAWG, however, this could create additional work for the VAWP where capacity is already limited. This needs to be considered when discussing what these additional resources will be used for.
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Priority Areas for Improvement

Following breakout room discussions, key areas for improvement were identified based on these conversations. The attendees highlighted the following areas as initial priorities in the Partnership’s development of the VAW Delivery Plan:

1. Increase Support for Women with Complex Needs

Attendees highlighted the importance of the Partnership being more responsive to the support required for survivors with multiple and/or complex needs. It was noted that this approach could be incorporated throughout work across all areas of Dundee’s Protecting People agenda in order to ensure that the needs of these women are considered in all relevant systems and services. Additionally, the need to promote an intersectional approach, that recognises the additional barriers that women with protected characteristics may face, was highlighted as an approach that needs to be explicitly referred to throughout the VAW Delivery Plan to ensure this is addressed.

2. Increase Investment in Prevention Activities

Attendees indicated that early intervention/prevention activities need to be scaled up in order to assist the VAWG agenda. It was specified that this approach should be promoted in a variety of different settings, including schools, colleges, universities, and the wider community. To achieve this, it was noted that the Partnership needs to build a compelling case for increased investment in order to broaden the audience that participates in these activities. In addition, it was noted that the links between adopting a preventative approach and achieving other strategic priorities across Dundee should be highlighted to wider partners.

3. Ensure Dundee VAWP is Involved in the National Review of VAWG Funding

Attendees highlighted the need to ensure that future national funding streams to support the delivery of Equally Safe are fit for purpose and respond to the needs and priorities identified by Dundee VAW Partnership. It was noted that short-term, competitive funding cycles are not conducive to supporting a strategic, joined-up approach to be embedded to tackling VAWG in Dundee and there is an opportunity for Dundee VAW Partnership to use its learning about “what works” to help inform and improve future approaches to funding.

Other Potential Areas for Improvement

In addition to the above priority areas, the following areas were also discussed:

- Create an induction resource for the VAWP and elected members that raises awareness of the range of work going on in Dundee to tackle VAWG and the benefits of adopting a gendered approach to future budgeting decisions.
- Build an evidence base across partners to improve data collection to allow reflection of data and allow partner contributions.

Dundee VAW Partnership Strategic Plan 2022-2025

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Dundee VAWP Strategic Plan 2022-2025

Vision: We will work together to ensure that women and girls in Dundee are equally safe at home, at work and within their communities.

Core functions of PP Committees / Partnership

Strategic Leadership

Including:


- **Assurance**
 - To the COG
 - From single agencies
- **Oversight of strategic risk**
- **Public Engagement and Communications**
 - Participation of PWLE


Strategic Planning and Continuous improvement – including through mutual accountability and scrutiny

- Policies, procedures and guidance
- Data and evidence
- Learning and development
- ICRs / SCRs
- Practice improvement / development
- Planning
- Local, regional and national interfaces

Strategic Leadership: Develop a Cross-Policy Approach						
Ref	Aim	Actions	Evidence	Outcomes	Lead	Time
	Broad Overview	How do we deliver this	How do we know it has been delivered and is effective	What key outcome are achieved through this action		
1A	There is a clear vision, commitment and direction provided by leaders which is communicated regularly and effectively to a range of stakeholders	Induction pack for PP Committees (inc. VAWP members) is developed and distributed	Distribution list demonstrates who has received the pack Minute of meeting demonstrates discussion at VAWP Clear communication strategy is published and events are advertised	Members of the VAWP have a clear understanding of their roles and responsibilities	Chair/Lead	Oct 2022
	This is clearly linked to Equally Safe, the Quality Standards Framework for VAWPs and national guidance for VAWPs.	Joint workforce communication and engagement strategy across the Protecting People agendas, to highlight links and promote a person-centred approach		Wider stakeholders have a clear understanding of the vision and role of the VAWP	Chair/Lead/PP Team/Comms	End 2022

Key Reference

 areas of work which sit within a wider Protecting People approach and are cross-cutting areas of work with the other Protecting People Committees and Partnerships

<p>1B</p>	<p>Ensure that tackling VAW is a core part of all relevant policy agendas particularly in relation to survivors with multiple and/or complex needs. Promote an intersectional approach, that recognises the additional barriers that women with protected characteristics may face</p>	<p>Promote commitment to tackling VAWG and gender inequality at a leadership level</p> <ul style="list-style-type: none"> • Through governance arrangements of the COG • Through the work of the gendered services group and project • Through the Equalities sub group 	<p>VAW issues are clearly referenced in wider strategic documents and minutes of meetings</p>		<p>Chair/Lead</p> <p>Chair/Lead GS Group and Manager</p> <p>Equalities sub group</p>	<p>Ongoing</p>
<p>1C</p>	<p>Continual revision of integrated strategic risk register to inform our priorities and actions</p>	<p> Risk Register is set as a standing agenda item for VAWP.</p> <ul style="list-style-type: none"> • Explore use of PESTLE to help demonstrate links/impacts between VAWG, Trauma and other policy priorities. 	<p>Tracking system within risk register evidences regular review</p> <p>Minutes of meetings evidence discussions</p> <p>Minute of meeting evidences that this was delivered</p>	<p>VAWP is confident it is focused on the key risks to Women and CYP in Dundee and assured of mitigating actions being taken to address these</p>	<p>Chair/Lead– all members of VAWP</p> <p>WRASAC/Lead</p>	<p>Quarterly at VAWP meetings</p> <p>Dec 2022</p>

<p>1D</p>	<p>Increase Public Awareness of VAWP and Community Engagement</p>	<ul style="list-style-type: none"> • Develop a clear public communication strategy and engagement plan. • Refresh existing public facing material including website and social media presence. • Build on the success of 16 days 2021 with enhanced opportunities for the public and communities to get involved 	<p>Evidence of public communications eg social media, website and engagement events</p>	<p>The public have confidence in the VAWP and relevant processes in Dundee and know what to do if they have concerns</p>	<p>Chair/ Lead/ Comms</p> <p>Lead off/ comms</p> <p>16 days planning group</p>	<p>Ongoing</p> <p>Dec 2022</p>
<p>1E</p>	<p>Participate in the transformative re-design of protection processes</p>	<ul style="list-style-type: none"> • VAWP members represented on TPP Oversight Group • VAWP members participate in consultation on PP Structure and other ongoing work 	<p>Minutes of meetings</p>		<p>Chair/ Lead</p>	<p>Ongoing</p>

Strategic Leadership: Funding & Commissioning						
Ref/	Aim	Actions	Evidence	Outcomes	Lead	Time
	Broad Overview	How do we deliver this	How do we know it has been delivered and is effective	What key outcome are achieved through this action		
1E	Develop and improve the strategic approach to VAW funding and service development	<ul style="list-style-type: none"> Map funding going into VAWG in Dundee to understand the total resource and key dates of when different strands of funding are due to end. Risk assess potential losses of levered in funding and seek mitigating actions to ensure the long-term sustainability of work. VAWP identify opportunities to shape Equally Safe refresh to ensure it responds to priorities that have been identified locally. Build an evidence base across partners including data collection, reflection and analysis of data and qualitative data to contribute to work towards a sustainable funding model nationally and locally 	Improved funding approach to VAW services is evident from capacity of services and response to women – stakeholder feedback and service user feedback		Chair/ Lead/VAW specialist services/ Dev Worker PP team	August 2022
					VAWP members	March 23
					Lead officer on behalf of VAWP	2022-23
					Lead officer/ chair/ sub group chairs for data group/QA group	March 23

Strategic Planning and Improvement

Ref/	Aim	Actions	Evidence	Outcomes	Lead	Time
	Broad Overview	How do we deliver this	How do we know it has been delivered and is effective	What key outcome are achieved through this action		
2A	<p>Drive Continuous Improvement of key processes and practice through:</p> <ul style="list-style-type: none"> • scrutiny of dataset • quality assurance processes • audit cycle and case review (both local and national) 	<p>Continue scrutiny sub group</p> <ul style="list-style-type: none"> • Review current data indicators collected and seek to expand to include NHS data <p>Expand scrutiny group to improve strategic approach to learning from single agency QA and develop a multi-agency co-ordinated and systematic approach to quality assurance, self-evaluation</p> <ul style="list-style-type: none"> • Map QA processes which are currently in place (single agency and multi-agency) • Contribute to the review of existing Protecting People QA Framework • Develop an audit/ QA schedule for single agency and multi-agency use <p>Build on case review's for VAW cases carried out in 2021</p> <ul style="list-style-type: none"> • Link with and support Case Review processes and learning under the CPC and ASP 	<p>Group notes and action plan</p>	<p>VAWP are able to monitor trends, characteristics and profiles of W,CYP involved in VAW services and Processes</p> <p>VAWP are assured of the effective delivery of key processes</p>	<p>Scrutiny sub group/NHS rep</p>	<p>Quarterly at VAWP meetings</p> <p>End 2023</p> <p>Ongoing</p>

2B	<p>Increase the involvement of women, children and young people in work of VAWP</p>	<p>★ VAWP expand Gendered Services lived experience group to become a Lived Experience Panel for the VAWP (link closely with TPP LE Review)</p> <p>VAWP to improve mechanisms for gathering CYP views on VAW issues and link with:</p> <ul style="list-style-type: none"> • CPC CYP Involvement group • Oor fierce girls • Young men’s work • Community Youth teams 	<p>Group established, processes developed and clear evidence of W,CYP views influencing strategic direction and delivery of key processes:</p>	<p>W,CYP feel listened to and that their views are taken seriously W, CYP wellbeing is improving</p>	<p>Lead/GS Project</p> <p>Lead/ Education Wellbeing Rep/ Communities Rep/ Specialist Services Education Wellbeing Rep</p>	<p>End 2023</p>
2C	<p>Actively promote and support the work of the GS Project and Group with a particular focus on women with complex needs</p>	<p>Support the work of the GS Project to develop a kite mark for services on embedding a gendered approach</p> <ul style="list-style-type: none"> • Promote and share comms re this work • Support GSP to establish mechanisms for assessing for kitemark in the future 	<p>Kitemark established and mechanisms for sustainability are in place</p>	<p>Women know services will respond from a gendered and trauma approach and are more likely to access these services</p>	<p>Lead/GS Manager</p> <p>All VAWP members</p> <p>All VAWP members</p>	<p>End 2023</p>

Delivery of Key Processes

How good is Dundee’s delivery of services for Women, CYP and how is the VAWP assured of this?

Ref/	Aim	Actions	Evidence	Outcomes	Lead	Times
	Broad Overview	How do we deliver this	How do we know it has been delivered and is effective	What key outcome are achieved through this action		
3A	Development of: <ul style="list-style-type: none"> • Guidance • Policies • Tools and resources • Learning and development opportunities 	Continue VAWP Sub Groups as follows: (Detailed action plans to be in place for each group) MARAC Steering Group (Improving & strengthening the MARAC process) Revise Commercial Sexual Exploitation structure – <ul style="list-style-type: none"> • Multi-agency triage group established (operational level) • Managers CSE and Trafficking group established • GSG oversight of strategic actions Gendered Services Group (Lead the strategic and operational planning for gender sensitive and trauma informed services in Dundee eg those for women experiencing VAW, substance use, homelessness and a range of other complex issues) CYPEDA short life working group- develop a clear pathway for response to CYP affected by DA, considering new services and initiatives. The pathway to be developed alongside a skills/knowledge framework and mapping exercise VAWP members to participate in and support the development of new projects/services in Dundee through: <ul style="list-style-type: none"> • CEDAR Steering Group • Dundee Assist Oversight Group • Women’s Hub Steering Group 	Workforce feedback Feedback from W, CYP and families Evidence within dataset Sub groups reporting to VAWP with recommendations Action plans shared with VAWP and regularly reviewed	All partners have robust policies in place to strengthen approaches to tackle all forms of VAWG and processes are in place to ensure they are rigorously followed partners	Police Scotland WRASAC WRASAC/ Lead Officer GSG Lead/GS Manager VAWP/ CPC reps/ Lead officer VAWP members	On-going June 2022 June 2022 On-going On-going March 2023 On-going

<p>3B</p>	<p>Delivery and improvement of key processes</p>	<p>Continue Short life working group to develop a robust equalities infrastructure (with a strong focus on intersectionality)</p> <ul style="list-style-type: none"> • Targeted interventions are in place for all women and children experiencing VAWG who have protected characteristics • Support the revision of NRPF procedure • Seek representation from PF on VAWP <p>Working group established to progress prevention –</p> <ul style="list-style-type: none"> • map existing activities • map of what people need to know and when (involving consultation with service users, school pupils/uni and college students, those in the community etc). • create an action plan for future work/projects. • Develop key message, for different stages. • Develop a co-ordinated city-wide/partnership approach to prevention. 	<p>Clear link between risk register, scrutiny group recommendations and national/regional priorities is reflected in discussions and action plan</p>		<p>Lead/ H&SC Strategy and Perf rep/ DCC Equalities/ Shakti/ Amina Others to be identified</p> <p>Dundee University Rep Education Rep, Communities Rep, DWA, WRASAC,</p>	<p>On-going</p> <p>End 2025</p>
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Appendix 1:

Focus on preventing all forms of VAW

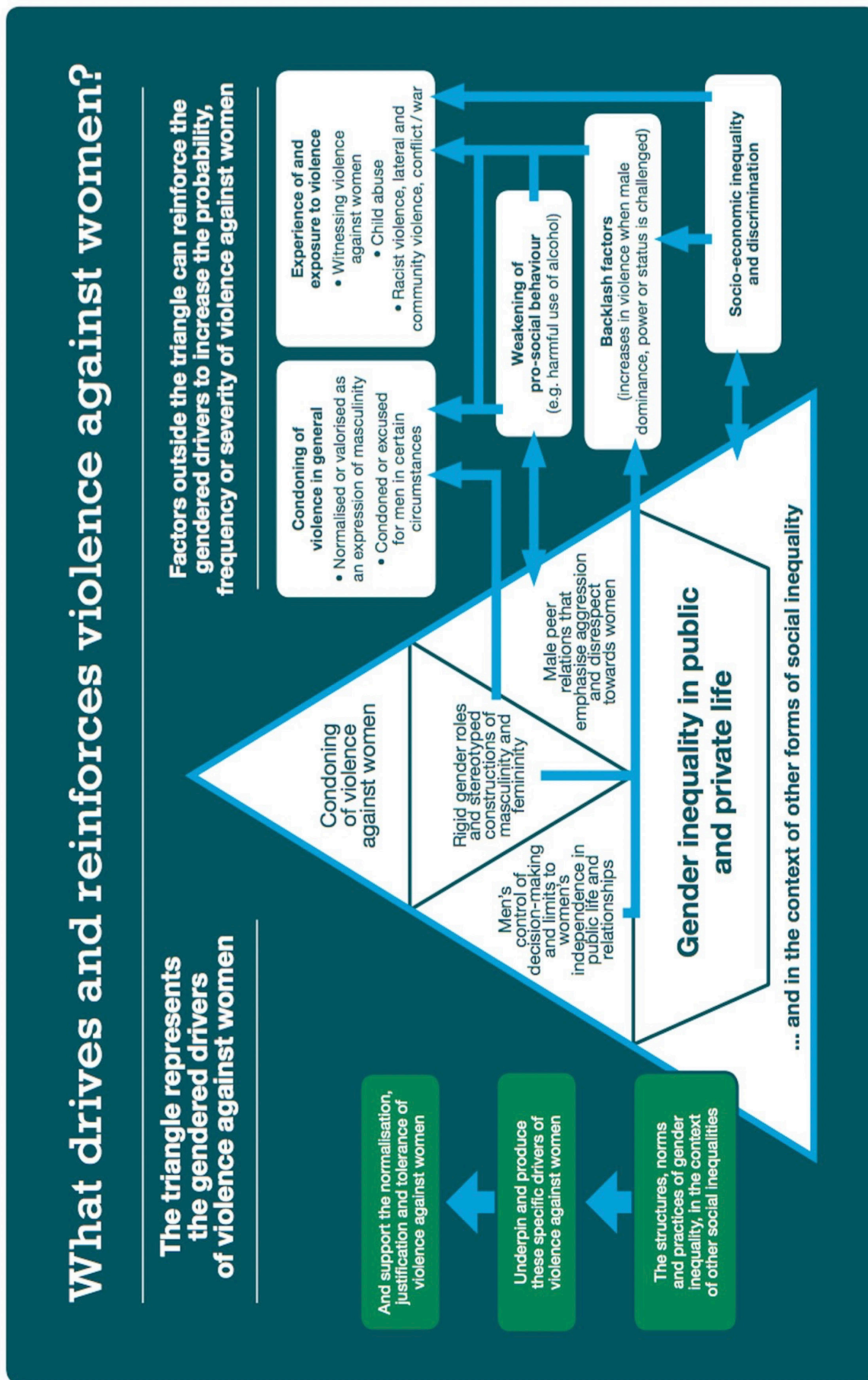


Figure 6 The interactions between gendered drivers of violence against women and the reinforcing factors

What I
need!
from you!

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Dundee
**Violence Against
Women Partnership**