

# **Breaking the Cycle**

**Staffordshire's Strategy for Tackling  
Domestic Abuse 2011-16**

## **Foreword**

This is Staffordshire's first Domestic Abuse Strategy which sets out our vision, aim and objectives for dealing with domestic abuse across Staffordshire over the next five years and explains how we will know whether or not we are making a difference.

In Staffordshire we recognise that domestic abuse has a devastating impact upon both the victim and their family and that it also affects the wider community. It is an issue for both women and men from all walks of life.

This document provides a context and sets out how Staffordshire's Safer and Stronger Communities Strategy Group (the Partnership) intends to tackle domestic abuse in Staffordshire. It has the full support of all the agencies listed on the final page. Each of these agencies has nominated a 'champion' whose responsibility it will be to ensure that their organisation is doing all it can to reduce the frequency and impact of domestic abuse.

The strategy has been compiled following extensive consultation with partners and stakeholders across Staffordshire. Thanks are due to all of those who have contributed but, in particular, to those victims and survivors who have helped to formulate the strategy and to the voluntary and community sector who provide much valued local services.

I fully endorse this strategy and believe that by working as a partnership we can break the cycle of domestic abuse by raising awareness of what it is and what to do about it, providing high quality support for victims and dealing more effectively with perpetrators, all of which will make Staffordshire an even safer place to live.

**County Councillor Robert Marshall**  
**Cabinet Member for Public Health and Community Safety**  
**Chair of Staffordshire's Safer and Stronger Communities Strategy Group**

**December 2011**

# 1 Introduction

The key Community Safety partners across Staffordshire have formed a partnership known as the Safer and Stronger Communities Strategy Group (the Partnership). Based on evidence provided by the Staffordshire Strategic Assessment, the Partnership has agreed that domestic abuse is a shared priority.

Membership of the Partnership includes Staffordshire County Council, all eight district and borough based Community Safety Partnerships, Staffordshire Police, Staffordshire Fire and Rescue Service, Staffordshire Probation Trust, Staffordshire and Stoke-on-Trent Partnership NHS Trust, Public Health and representation from the Third Sector. The partnership accepts that domestic abuse is a complex issue and one which no single organisation can tackle alone.

The Partnership is also working closely with Stoke City Council in relation to domestic abuse and a joint *Staffordshire and Stoke-on-Trent Multi-Agency Guidance for the Conduct of Domestic Homicide Reviews* has been compiled.

The purpose of this document is to set out what Staffordshire intends to do over the next five years 2011-2016 in order to “break the cycle” of domestic abuse within our communities. We believe that this means that as a partnership we must tackle both its causes and effects. This includes a greater emphasis upon prevention, including education and awareness-raising, protection and support for victims and their families and changing the attitudes and behaviour of perpetrators with the aim of preventing abuse happening in the first place and ending repeat victimisation.

This is the beginning of a new approach in Staffordshire and within this document we provide the local context, outline the current picture of need and explain our vision for the future. We also have an action plan in place which specifies what will be done, by whom and when, in order to achieve that vision.

It has been argued that the term ‘domestic violence’ is misleading as it places an emphasis on physical assault and does not reflect the full extent of the abuse which is perpetrated. For this reason the term ‘domestic abuse’ is now more widely used. Domestic abuse can take a number of forms and the Partnership has adopted the Home Office (2005) definition of domestic abuse as follows:

*“Any incident of threatening behaviour, violence or abuse (psychological, physical, sexual, financial or emotional) between individuals who are or have been intimate partners or other family members regardless of gender or sexuality.”*

Family members are defined as mother, father, son, daughter, brother, sister and grandparents whether directly related in-laws or step family.

Whatever form it takes, psychological, economic, emotional and physical, domestic abuse is rarely a one-off incident, and should instead be considered as a pattern of abusive and coercive behaviour through which the abuser seeks power and control over their victim.

'Honour'-based violence embraces a variety of crimes of violence (mainly but not exclusively against women), including assault, imprisonment and murder where the person is being punished by their family or their community. They are being punished for actually, or allegedly, undermining what the family or community believes to be the correct code of behaviour and in doing so the person is believed to have brought "shame" or "dishonour" on the family.

## 2 Staffordshire's Vision

By producing this strategy the Partnership is committed to ensuring that within Staffordshire:

- domestic abuse is never tolerated nor accepted;
- preventing domestic abuse and tackling its causes are given priority
- people understand what domestic abuse is and what to do about it;
- partner agencies work together taking a 'whole system' approach to dealing with domestic abuse;
- victims are protected and supported and perpetrators' behaviour is challenged and changed.

Our aim is:

**To break the cycle of domestic abuse within families: reduce incidents of abuse and end repeat victimisation across Staffordshire.**

In building upon the Government's *Violence Against Women and Girls Action Plan*<sup>1</sup>, the Partnership has identified four themed objectives:

### (i) Prevention

- We will raise awareness of domestic abuse across Staffordshire, so that people understand what it is and where they can get support.
- We will work with young people to provide opportunities for their personal and social development in relation to healthy respectful relationships.
- We will ensure that systems are in place to identify, reduce and mitigate the risk of harm to children, young people and adults.

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<sup>1</sup> Call to End violence Against women and Girls: Action Plan – Home Office 2010

**(ii) Provision**

- We will ensure that wherever people live in the county they will receive the same high standard level of care and support and there will be equality of access to services, including accommodation.
- We will use evidence based commissioning which focuses upon outcomes for victims and their families and in doing so we will adhere to the voluntary sector compact<sup>2</sup>.
- We will commission services so that victims and their families are empowered to take back control of their lives and to live independently and safely within the community, free from fear, abuse and re-victimisation.

**(iii) Partnership**

- We will ensure that the criminal justice, safeguarding and health and social care processes work effectively together and that the pathways for victims, their families and perpetrators are understood.
- We will ensure that we share relevant information in order to keep victims as safe as possible and manage risk, whilst at the same time respecting the sensitivity of that information.
- We will provide the best possible advice and assistance to victims of domestic abuse, their families and perpetrators and value the important contribution made by the voluntary and community and private sectors.

**(iv) Perpetrators**

- We will work with perpetrators, and those at risk of becoming perpetrators, to challenge and change their attitudes and behaviour, including those not subject to criminal justice procedures where programmes are delivered outside of statutory disposals.
- We will deploy the Integrated Offender Management (IOM) model and the Multi-Agency Public Protection Arrangements (MAPPA) to manage the risk posed by perpetrators and the Multi-Agency Risk Assessment Conferences (MARAC) to enhance the effectiveness of our work with victims and their families.
- We will ensure that perpetrators are dealt with effectively by adopting a seamless approach to case management within the criminal justice system.

The Partnership has developed a model which displays the tiers of interventions for victims, their families and perpetrators from universal to specialist. This model is attached at Appendix 2.

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<sup>2</sup> Staffordshire Compact 2009-2012

The current pathway for victims and perpetrators is outlined at Appendix 3.

### **3 Outcomes**

The Partnership will need to know whether the strategy is making a difference and we are aiming to measure its impact through the following outcome measures:

- (i) Staffordshire residents understand what is meant by domestic abuse and they know what they can do about it and where to get help;
- (ii) Staffordshire victims of domestic abuse are protected and can live in safety, preferably within their own homes;
- (iii) increasing the number of Staffordshire residents who adopt healthy relationships, especially young people;
- (iv) fewer children and young people experience domestic abuse;
- (v) perpetrators of domestic abuse do not repeat their abusive behaviour.

We will know whether we have achieved these outcomes through:

- (i) the number of incidents of domestic abuse reported to the Police and specialist domestic abuse organisations;
- (ii) a reduction in the amount of violence with injury and serious violent crime that is domestic related;
- (iii) a reduction in the number of repeat victims of domestic abuse;
- (iv) changes in attitude and understanding as measured by public survey eg through Staffordshire County Council's Citizens' Panel;
- (v) more victims being empowered to live independently, free from fear, abuse or re-victimisation as a result of the effectiveness of services;
- (vi) the number of domestic abuse offenders brought to justice;
- (vii) evaluating the services we provide to ensure that they are as effective as possible and provide the best possible value for money.

This information will be provided through the Staffordshire Observatory using data provided to them from a number of sources including Staffordshire Police and Third Sector providers of specialist domestic abuse services.

It is worth noting that as we raise awareness of domestic abuse and how to get help we may see an increase in the number of first-time reports during the first phase of the strategy's implementation.

## 4. Context

Domestic abuse has a tremendous impact upon society not only in terms of the pain and suffering experienced by the victim and their family, but also in terms of the costs to public services and the local community.<sup>3</sup> The cost of the “average” domestic violence case has been estimated at £14,000 and this does not take into account longer term costs of unemployment, housing and social services<sup>4</sup>. The total cost to public services (criminal justice system, health, social services, housing and civil legal) per annum has been estimated at £3.1 billion per year and the loss to the economy at £2.7 billion.<sup>5</sup>

Nationally<sup>6</sup> it is recorded that:

- two women a week are killed by a current or former partner;
- one in four women and one in six men will experience domestic abuse at some point in their lives;
- victims are likely to experience 35 incidents of abuse before reporting it;<sup>7</sup>
- as many as 963,000 children and young people in the UK could be living with the effects of domestic abuse.

### a) National Policy

The Coalition Government has highlighted the importance it places on reducing domestic and sexual abuse in its strategy document *Call to End Violence Against Women and Girls* published in November 2010 and subsequent detailed Action Plan published in March 2011. These documents contain four guiding principles for work around violence against women and girls, and Staffordshire’s strategy is founded upon these principles, which are to:

- (i) prevent violence against women and girls from happening in the first place by challenging the attitudes and behaviours which foster it and intervening early where possible to prevent it;
- (ii) provide adequate levels of support where violence occurs;
- (iii) work in partnership to obtain the best outcomes for victims and their families;
- (iv) take action to reduce the risk to women and girls who are victims of these crimes and ensure that perpetrators are brought to justice.

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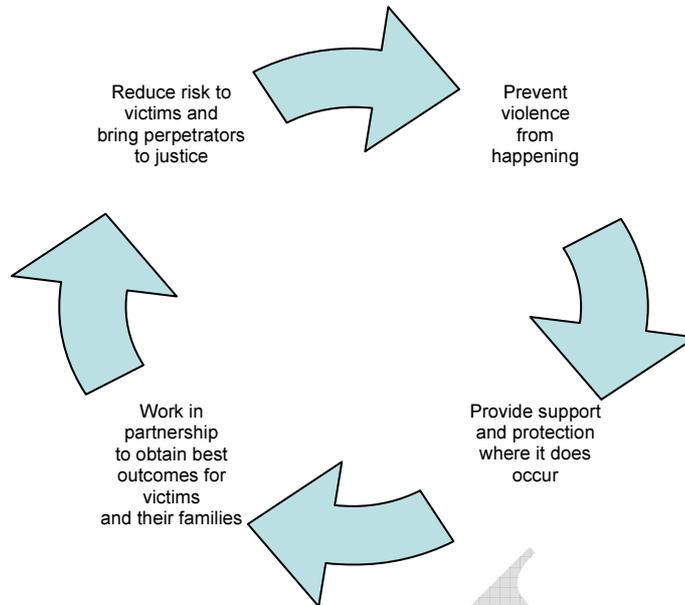
<sup>3</sup> Women and Equality Unit The Cost of Domestic Violence (Walby, S) 2004

<sup>4</sup> A Process Evaluation Nov 2009 [www.cardiff.ac.uk/people](http://www.cardiff.ac.uk/people) Funded by the Home Office.

<sup>5</sup> Sutton Domestic Violence Strategy 2008-2011

<sup>6</sup> Behind Closed Doors: The Impact of Domestic Violence on Children, UNICEF, United Nations and The Body Shop

<sup>7</sup> Research, Development & Statistics Directorate Home Office 1999



In addition to the *Call to End Violence Against Women and Girls* there has been legislation outlining previous Governments' commitment to ending violence and sexual abuse against women. These include the Female Genital Mutilation Act 2003, the Domestic Violence Crime and Victims Act 2004 and the Forced Marriage (Civil Protection) Act 2007.

In April 2011 the Coalition Government enacted the duty on Community Safety Partnerships to conduct Domestic Homicide Reviews (a requirement within the *Domestic Violence Crime and Victims Act 2004*) in the following circumstances:

- where a person aged over 16 had died as a result of violence, abuse or neglect caused by:
  - a) a relative or present/past intimate partner
  - b) a member of same household as the deceased

The purpose of Domestic Homicide Reviews (DHRs) is to learn lessons from each case and to improve domestic abuse policies and practices and prevent further homicides. Partners in Staffordshire and Stoke are working very closely together to establish a mutually agreed policy and procedures in relation to domestic homicide reviews. In addition, Staffordshire County Council will provide guidance and support to the eight Staffordshire Community Safety Partnerships in undertaking domestic homicide reviews<sup>8 9</sup> Domestic abuse can happen to anyone at any age.

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<sup>8</sup> Staffordshire & Stoke-on-Trent Multi-Agency Guidance for the Conduct of Domestic Homicide Reviews

<sup>9</sup> Multi-Agency Statutory Guidance for the Conduct of Domestic Homicide Reviews – Home Office 2011

## b) Victimization

Those who experience violence and abuse and those who are violent and abusive come from all backgrounds and social classes; they have differing levels of education, different occupations, income, sexuality, gender, age, ethnicity or race, physical and mental ability. However, research shows that domestic abuse is predominantly experienced by women and perpetrated by men, but that it can include abuse within same sex relationships as well as abuse against men by women. Women are more likely to be seriously injured or killed by their partner or ex-partner.

There are a whole host of personal, social and economic factors that can be affected by domestic abuse or can contribute to the likelihood of it occurring. Factors increasing vulnerability include age, frailty, physical or learning disability, mental health problems, drug or alcohol related problems. Those in black and minority ethnic groups or lesbian, gay, bisexual or transgender individuals may face additional perceived or actual difficulties in seeking help.

Women with disabilities are twice as likely to experience domestic abuse as non-disabled women.<sup>10</sup> In a recent review of domestic abuse services across Staffordshire and Stoke-on-Trent, nine service user respondents (19.5%) said they had a disability.<sup>11</sup> There is also research evidence to suggest that disabled women, regardless of their age, sexuality, ethnicity or class, are assaulted or raped at a rate of at least twice that for non-disabled women<sup>12</sup>. Disability can even be caused by abuse. It should, therefore, be expected that demand for services amongst disabled people will be high.

The ethnic minority population can be faced with additional experiences unique to their community such as honour based violence, female genital mutilation (FGM), forced marriage and insecure immigration status. Research shows that up to 17,000 women in Britain are subjected to "honour" related violence each year, 66,000 women in England and Wales have been subjected to FGM and an estimated 1,000 British Asian girls are forced into marriage each year<sup>13</sup>. Travellers are also affected. Research also shows that between 61% and 81% of traveller women have experienced domestic abuse<sup>14</sup>. Compared with the national average, the proportion of the population from Black and Minority Ethnic Groups (BME) is low across Staffordshire. The Office for National Statistics states, however, that between 2001 and 2006 the population of Staffordshire increased and the White British population declined<sup>15</sup>. The largest growth since 2001 has been in the Indian (+3,300) and Pakistani (+2,900) populations along with the Other White group

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<sup>10</sup> British Crime Survey 1995

<sup>11</sup> A Review of Domestic Abuse Services in Staffordshire & Stoke-on-Trent Ruth Jones 2011

<sup>12</sup> A Review of Domestic Abuse Services in Staffordshire & Stoke on Trent referencing Doucette, 1986; Sobsey and Doe, 1991, Magowan, 2003, 2004

<sup>13</sup> Brady, 2008.

<sup>14</sup> 2009 online

<sup>15</sup> Staffordshire County Council, 2009

(+2,900) highlighting the trend in economic migrants from Eastern Europe to Staffordshire.

Women, men and children who have experienced domestic abuse may often suffer from mental health issues. They may self-harm and can often suffer from longer term mental health issues such as clinical depression, anxiety, eating disorders, suicidal thoughts and Post Traumatic Stress Disorder (PTSD)<sup>16</sup>

Substance misuse and domestic abuse agencies often serve the same client base. The term “substance misuse” refers to problematic use of either drugs and/or alcohol, both of which can contribute to violence and abuse in the home or be used as a coping mechanism by victims of domestic abuse. However, admitting to being at risk of domestic abuse and/or having a drug or alcohol problem can be a major hurdle for many, particularly where there are concerns that children may be taken into care, and this can sometimes result in many cases not being disclosed.

Children are also affected, both directly and indirectly, and there is a strong correlation between domestic abuse and child abuse. Research has identified that prolonged exposure to domestic abuse can have a serious impact on a child’s welfare and safety and can affect their physical, emotional, behavioural and social development. Staffordshire has compiled a Hidden Harm Strategy<sup>17</sup> which commits Staffordshire County Council and its partners to improving outcomes for children and young people who are affected by a parent’s or carer’s drug or alcohol use. The Strategy references domestic abuse as well as other issues likely to cause hidden harm.

Some vulnerable adults can also become victims of domestic abuse and their experience and ability to report or escape domestic abuse will be different from that of other victims. A vulnerable adult, as defined in the Department of Health ‘No Secrets’<sup>18</sup> guidance is:

*“a person aged 18 years or over who is or may be in need of community care services by reason of mental or other disability, age or illness; and who is or may be unable to take care of him or herself, or unable to protect him or herself against significant harm or exploitation”.*

The majority of vulnerable adult abuse occurs within the community, and specifically within people’s own homes and is often perpetrated by family members and relatives.

Supporting families in need and protecting vulnerable children and adults can best be achieved by taking a multi-agency approach as no one agency can manage this in isolation and it is imperative that we work together to

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<sup>16</sup> Bournemouth and Poole Domestic Abuse Strategy 2010-12

<sup>17</sup> Staffordshire Hidden Harm Strategy 2011-2016

<sup>18</sup> Department of Health & Home Office (2000) ‘No secrets: guidance on developing and implementing multi-agency policies and procedures to protect vulnerable adults from abuse’ London: Crown Copyright

safeguard the most vulnerable in accordance with procedures set down by the Local Safeguarding Children Board and the Safeguarding Adults Board.

### **c) Local Needs Analysis**

Domestic abuse also has a significant impact upon individuals, their families and communities within Staffordshire<sup>19</sup>:

- In 2010-11 there were 3,034 domestic violence crimes recorded by Staffordshire Police
- Nearly 9,000 calls were made to the three main domestic abuse support services in Staffordshire during 2010-11; an increase of 40% from the previous year<sup>20</sup>
- During 2010-11 854 domestic abuse cases were referred to Multi-Agency Risk Assessment Conferences (MARACs), of which 141 were repeats (16.5%)
- 1078 children were living in the households of the individuals referred to MARAC equal to 1.3 per case
- There were 1,283 incidents of domestic violent crime with injury in 2010-11 (24% of all violence with injury)
- The highest rates of domestic violent crime with injury were in Tamworth (2.23 per 1,000) and Cannock (2.16 per 1,000)
- There were 46 incidents of serious domestic violent crime in 2010-11
- 85% of offenders suspected/accused of domestic related crime are male
- Young women 18-23 years old are most at risk
- The peak age for victims and offenders is 20-24 years old

Statistics tell us that in 2010-2011 in Staffordshire there were just under 1300 crimes (1283) of domestic violence that resulted in injury reported to the police; of these, 46 crimes resulted in serious injury. These figures show a reduction from the 2009-10 figures when there were 1318 crimes of domestic violence with injury, including 47 crimes of domestic violence with serious injury<sup>21</sup>.

Over the same two years (2009-2011) Staffordshire has seen a reduction in the number of repeat domestic abuse cases considered by MARACs with a repeat rate of 24.2% in 2009-10 against a target of 28% and a repeat rate for 2010-11 of 16.5% against a target of 27%.

It is also accepted that there are many incidents which go unreported to the Police due to fear of reprisal, personal embarrassment or a lack of knowledge

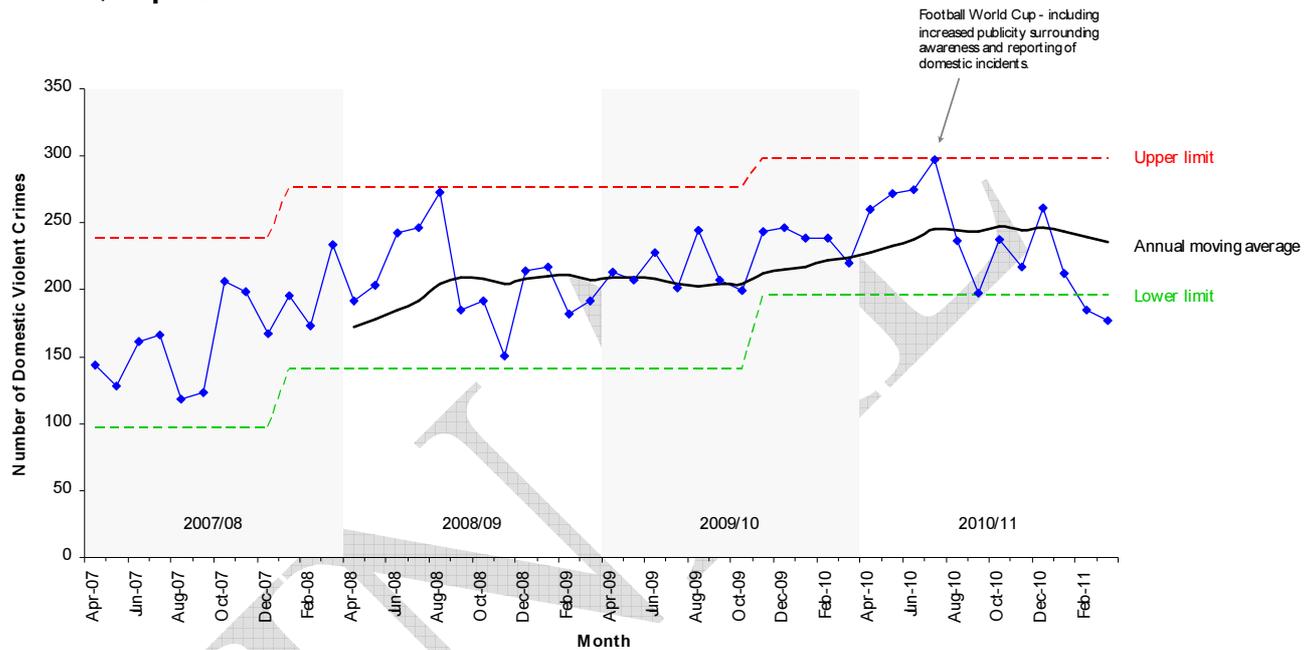
<sup>19</sup> Source: Staffordshire Observatory 2011

<sup>20</sup> Trends in Domestic Abuse in Staffordshire, 2010-11 – Staffordshire Observatory 2011

<sup>21</sup> Staffordshire Observatory 2011

about where to go and who to talk to. Over the last few years partners across Staffordshire have been working to break down the barriers to reporting and encourage those affected to seek help. Therefore trends in reported incidents can sometimes be difficult to interpret, as it is not always clear whether an increase is due to a true rise in the level of abuse or an increase in the number of victims willing to report the offence.

**Figure 1 - Trends in domestic violent crime recorded by Staffordshire Police, Apr-07 to Mar-11**



Source: Staffordshire Police

The Staffordshire Observatory has undertaken some research into both victims and perpetrators of domestic abuse in Staffordshire that should assist us in our work and increase our understanding of potential risk and protective factors. Perpetrator analysis<sup>22</sup> was based on OASys assessments recorded by Staffordshire and West Midlands Probation Trust. Of the 3258 offenders who received an OASys assessment in 2010-11, 961 offenders showed evidence of being the perpetrator of domestic abuse or partner abuse and of these 901 (94%) were male. Of the 961 male and female offenders, 602 (63%) were aged 26 to 49. However, this is a wide age group and when measured as a rate per 1,000 population, it is clear that there are a disproportionate number of offenders in the 21 to 25 age group. The rate of male offenders aged between 21 and 25 years old is over five-times higher than the cohort average. Just over 94% of offenders (whose ethnicity was stated) were White, which may be expected as this is in line with the Staffordshire population. Offenders of a Black or Black British ethnicity or those with a mixed ethnicity were more likely to have evidence of domestic

<sup>22</sup> A Profile of Domestic Violence Perpetrators in Staffordshire , Staffordshire Observatory October 2011

violence or partner abuse than the composition of the general population would suggest.

According to the Mosaic Public Sector<sup>23</sup> social classification tool, which can provide an understanding of the socio-demographic characteristics and lifestyle behaviours of all residents and communities, almost a quarter of all offenders with evidence of domestic violence or partner abuse live in areas described as “lower income workers in urban terraces in often diverse areas”. This is almost three times higher than the percentage of the Staffordshire and Stoke-on-Trent population that live within this group.

Partners in Staffordshire are also looking at the possibility of introducing a domestic abuse perpetrator cohort into work around Integrated Offender Management (IOM). IOM is a system that provides all agencies engaged in local criminal justice partnerships with a single coherent structure for the management of repeat offenders. It builds on the success of other work – including the Prolific and other Priority Offender (PPO) programme, Drug Interventions Programme (DIP) and Multi-Agency Assessment Public Protection Arrangements (MAPPA) – to prevent, deter, catch and convict offenders by enhancing efforts to rehabilitate and resettle them.

Analysing victims of domestic violence according to their Mosaic classification can help agencies to understand common characteristics of victims and give an indication about the most appropriate ways to communicate and engage with those most at risk of domestic abuse<sup>24</sup>.

The following tree-map visualises the victims of domestic violence recorded during 2010-11 by Mosaic Super Group. The size of each box represents the proportion of total victims recorded and the shading represents the difference from the overall Staffordshire population; the darker green, the greater the level of under-representation of victims of domestic violence and the darker red, the greater the over-representation of victims.

The highest proportion of victims in Staffordshire fall into the category of ‘Lower income residents’ (43% of all recorded victims). Many of these residents live on former council estates where a large proportion of the properties have been purchased under the Government’s right-to-buy legislation. People in this group feel more comfortable communicating face-to-face; the internet is used for shopping and entertainment but is not necessarily seen as an appropriate tool for researching information on public services.

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<sup>23</sup> Mosaic Public Sector (copyright Experian)

<sup>24</sup> Mosaic Profile of Domestic Violence Victims in Staffordshire – Staffordshire Observatory 2011

**Figure 2 – Victims of domestic violence in Staffordshire (2010/11) by Mosaic Super Group**



## **5 A Review of Domestic Abuse services in Staffordshire and Stoke-on-Trent**

In November 2010 Community Safety partners across Staffordshire, together with Stoke on Trent City Council, commissioned a review of domestic abuse services across Staffordshire and Stoke-on-Trent.<sup>25</sup> The authors of the review were tasked with identifying and evaluating domestic abuse services across Staffordshire and Stoke-on-Trent to identify any needs and gaps in current service provision and to highlight the essential services in order to enable the partnership to develop a holistic model of support for victims and families. The authors interviewed service providers, users and stakeholders complemented by analyses of secondary sources of information.

<sup>25</sup> A Review of Domestic Abuse Services in Staffordshire & Stoke-on-Trent Ruth Jones 2011

The report identified that many service users had originally not considered themselves to be victims of abuse if the abuse was not physical. There was also a low level of awareness of domestic abuse services with victims being heavily reliant upon signposting by another individual. An effective communication plan is therefore key to the successful delivery of this strategy.

Services for victims and their families were seen by all respondents to be a postcode lottery. Service users identified refuge provision, group work programmes for victims to raise self esteem and build confidence, support for their children which complemented these programmes, Multi-Agency Risk Assessment Conferences (MARACs) and Independent Domestic Violence Advisers (IDVAs) as the most valued services provided currently in Staffordshire and Stoke. The majority of these services are currently delivered by the third sector and commissioned by the County, District and Borough Councils.

The report also recognised the contribution of the Third Sector specialist domestic abuse services, domestic abuse fora and the District and Borough councils and their respective Community Safety Partnerships. It highlighted that these arrangements were critical to the successful delivery of any domestic abuse strategy. Domestic abuse is a key factor in contributing to homelessness as many victims and their families have no choice but to flee their homes in order to stay safe and the role of the District and Borough councils and housing providers is essential to the successful delivery of this strategy.

As at December 2011, there are nine women's refuges in Staffordshire provided by seven different organisations with a total of 79 units of supported accommodation. There is a refuge in every district apart from South Staffordshire. In Staffordshire in 2010-11, 319 new clients (plus 16 additional clients going into other supported housing) accessed a refuge with 289 children. As at December 2011 there are eight floating support services covering Staffordshire (providing outreach support) provided by six organisations with a caseload of 134 victims. In 2010-11 336 new clients accessed floating support (plus 47 additional victims who accessed other floating support not specifically targeted at domestic abuse) with a total of 380 children living in the same households.

Staffordshire County Council currently commissions the support to victims of domestic abuse provided within Staffordshire's women's refuges and out in the community across the county's eight districts and boroughs. As at December 2011 the current contract value for these services is around £1.35 million per annum. The Partnership has been successful in gaining over £500,000 Local Public Service Agreement (LPSA2) reward grant funding as result of previous good performance against a domestic abuse target. This money has been used to fund some of Staffordshire's ten Independent Domestic Violence Advisers and around £400,000 of it will be used as additional funding to commission domestic abuse services across Staffordshire from October 2012 onwards. The County Council is currently

developing a new domestic abuse service specification based on the outcomes contained within this strategy with a view to a tendering process commencing in April 2012.

Funding for other domestic abuse services tends to come from a variety of sources including different grant funding streams from the Home Office and Ministry of Justice. Locally, the District and Borough Councils contribute towards domestic abuse services and additional charitable funding, for example from Comic Relief, is contributed through the Third Sector. Given the wide variety of funding sources for domestic abuse, it is extremely difficult to estimate the true value of domestic abuse services across Staffordshire as a whole.

The report highlighted that whilst there was much good practice within Staffordshire and Stoke-on-Trent, there was an absence of a strategic approach and a lack of co-ordination around the delivery of services for victims. In addition, the authors concluded that there was limited understanding between agencies about the care pathways for victims (and perpetrators) and each other's contribution, including that of those outside the normal community safety partnership arrangements, for example children's and vulnerable adults services, substance misuse and mental health services.

A project group consisting of the Staffordshire Community Safety Partnerships and the Staffordshire Substance Misuse Commissioning Team has overseen the development of a *Staffordshire Domestic Violence, Drugs and Alcohol Practitioners' Toolkit* so that staff will be better able to identify the signs and respond appropriately, leading to greater synergy between the two sectors. The toolkit can be accessed by using the following link: [Staffordshire Domestic Violence, Drugs and Alcohol Practitioners Toolkit](#)

In addition, a Multi-Agency Safeguarding Hub (MASH) is being established in Staffordshire to analyse and share information to make the most informed decisions about how to support vulnerable people. The MASH will also deal with referrals in relation to domestic abuse. A Sexual Assault Referral Centre covering Staffordshire and Stoke-on-Trent will be opening in late 2011.

The review concluded that in order to develop a robust commissioning and delivery pathway for victims and perpetrators, the Partnership must fully understand the current model of multi-agency working and the contribution of agencies, both commissioned and statutory, in order to effectively manage risk and provide support with a view to ending repeat victimisation and reducing the incidence of abuse.

## **7 Governance and Accountability**

Staffordshire's Safer and Stronger Communities Strategy Group (the Partnership) is ultimately responsible for, and committed to, ensuring that Staffordshire's vision for domestic abuse becomes reality.

Domestic abuse is a complex issue and one which no single organisation can tackle alone. For this reason, partner organisations in Staffordshire have each nominated a Domestic Abuse Champion whose role it is to ensure that their respective organisation is playing its part in delivering Staffordshire's vision through the completion and review of the action plan.

Staffordshire recognises that our approach to tackling domestic abuse must take account of the Public Sector Equality Duty which requires public bodies to have due regard to the need to eliminate discrimination, advance equality of opportunity, and foster good relations between different people when carrying out their activities. As such we will consult with stakeholders, service users and the voluntary sector when determining the need for domestic abuse services and/or when developing new provision in Staffordshire to ensure we meet the needs of our diverse communities. We have carried out an Equalities Impact Assessment as part of the development of this strategy and its accompanying action plan, to ensure that we have taken action to mitigate any negative impacts on specific communities, groups or individuals.

A multi-agency Domestic Abuse Project Team has been established to deliver the action plan that will arise from this strategy. This action plan will be complemented by local plans at a district and borough level which will recognise and build on the work that is already taking place.

This strategy is valid until March 2016 and progress will be reviewed annually every March by the Domestic Abuse Project Team, up to and including March 2016.

**For further information on the content of this strategy, please contact:**

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## **Appendices**

Appendix 1 - Action Plan

Appendix 2 - Tiers of Intervention

Appendix 3 - Victim and Perpetrator Pathways

Appendix 4 - Staffordshire's Safer and Stronger Communities Strategy Group

Appendix 5 - Staffordshire's Domestic Abuse Champions

FINAL

## Appendix 1

### Breaking the Cycle - Action Plan

*Please note the Action Plan is a work in progress and subject to amendments – DV Project Group meets 8/12/11*

1. Prevention	Action	Lead Agency/Group	Timescales
We will raise awareness of domestic abuse across Staffordshire, so that people understand what it is and where they can get support.	Launch event Communication Strategy produced	Staffordshire County Council supported by DV Project Group	Spring 2012
We will work with young people to provide opportunities for their personal and social development in relation to healthy respectful relationships	Develop curriculum work with schools and other educational settings to strengthen PHSE delivery. Focus work in other universal settings including youth work outlets and children's centres. Consider distinguishing between universal and targeted provision.	DV project group members including Education and Skills, SYPS and Families First	Autumn 2012
We will ensure that systems are in place to identify, reduce and mitigate the risk of harm to children, young people and adults.	Workforce Development Plan to ensure all front-line staff and their managers understand domestic abuse and safeguarding procedures. Roll out Domestic Homicide Review Training	DV project group	Autumn 2012  Spring 2012

## Breaking the Cycle - Action Plan

**Please note the Action Plan is a work in progress and subject to amendments – DV Project Group meets 8/12/11**

2. Provision	Action	Lead Agency/Group	Timescales
We will ensure that wherever people live in the county they will receive the same high standard level of care and support and there will be equality of access to services, including accommodation.	Creation of countywide 24/7 helpline	DV Project Group	Autumn 2012
	Work with housing providers around support for domestic abuse victims	DV Project Group	Ongoing
	Ensure commissioning plans reflect this ambition.	Staffordshire CC	Autumn 2012
We will use evidence based commissioning which focuses upon outcomes for victims and their families and in doing so we will adhere to the voluntary sector compact	Tender for domestic abuse support services to include refuge based and floating support.	Staffs CC	New contracts for floating and refuge based support to be operational in Oct 2012
	Consider opportunities for joint commissioning	DV Project Group	
We will commission services so that victims and their families are empowered to take back control of their lives and to live independently and safely within the community, free from fear, abuse and re-victimisation.	As above	As above	

### Breaking the Cycle – Action Plan

**Please note the Action Plan is a work in progress and subject to amendments – DV Project Group meets 8/12/11**

3. Partnership	Action	Lead Agency/Group	Timescales
We will ensure that the criminal justice, safeguarding and health and social care processes work effectively together and that the pathways for victims, their families and perpetrators are understood.	Development of victim and perpetrator pathways to facilitate understanding so that victims and perpetrators do not get lost in the system	DV Project Group Multi-Agency Safeguarding Hub	Ongoing
We will ensure that we share relevant information in order to keep victims as safe as possible and manage risk, whilst at the same time respecting the sensitivity of that information.	Ensure the learning from any Domestic Homicide Reviews is disseminated widely across Staffordshire, including learning from those undertaken outside Staffordshire  Commission DHR training	County Commissioner for Safer Communities supported by DV Project Group  County Commissioner for Safer Communities.	Ongoing  January 2012
We will provide the best possible advice and assistance to victims of domestic abuse, their families and perpetrators and value the important contribution made by the voluntary and community and private sectors.	Workforce Development Planning  Review provision of sanctuary schemes and personal alarms for victims	DV Project Group  Commissioner for Safer Communities working with DV Project Group	Ongoing  Autumn 2012

## Breaking the Cycle – Action Plan

**Please note the Action Plan is a work in progress and subject to amendments – DV Project Group meets 8/12/11**

4. Perpetrators	Action	Lead Agency/Group	Timescales
<p>We will work with perpetrators, and those at risk of becoming perpetrators, to challenge and change their attitudes and behaviour, including those not subject to criminal justice procedures where programmes are delivered outside of statutory disposals.</p>	<p>Support and highlight campaigns such as the Real Man Campaign</p>	<p>DV Project Group/ Service providers</p>	<p>Ongoing</p>
	<p>Work in schools around healthy respectful relationships</p>	<p>Staffordshire County Council</p>	<p>Autumn 2012</p>
	<p>Develop and evaluate non-mandatory perpetrator programmes</p>	<p>DV Project Group</p>	<p>December 2012</p>
	<p>Consider reviewing housing tenancy agreements so that substantiated domestic abuse allegations could result in lost tenancy</p>	<p>DV Project Group/ Social housing providers</p>	
<p>We will deploy the Integrated Offender Management (IOM) model and the Multi-Agency Public Protection Arrangements (MAPPA) to manage the risk posed by perpetrators and the Multi-Agency Risk Assessment Conferences (MARAC) to enhance the</p>	<p>Develop business case for domestic abuse perpetrator cohort within IOM model</p>	<p>DV Project Group IOM Steering Group</p>	<p>Spring 2012</p>

effectiveness of our work with victims and their families.			
We will ensure that perpetrators are dealt with effectively by adopting a seamless approach within the criminal justice system.	Ensure consistent application of Police's 7 steps approach countywide	Staffs Police Local Criminal Justice Board DV Project Group	December 2012

FINAL

## Appendix 4

### Safer and Stronger Communities Strategy Group Core Membership December 2011

<b>Core Members</b>	<b>Current names</b>
County Councillor – Portfolio Public Health & Community Safety (1)	Cllr Robert Marshall
Staffordshire County Council (2)	Michael Harrison – Community Safety Commissioner Sharon Moore – Safer Communities Commissioner
Staffordshire Fire & Rescue Service (1)	Peter Dartford – Chief Officer
Staffordshire Fire & Rescue Authority (1)	Cllr Len Bloomer
Community Safety Partnerships (8)	Stephen Brown – Cannock Jon Topham – East Staffs Helen Spearey – Lichfield Stephen Sweeney – Newcastle Dave Heywood – South Staffs Norman Jones – Stafford Cllr Gillian Burton – Staffs Moorlands Tony Goodwin - Tamworth
Staffordshire Police (1)	ACC Julian Blazeby
Staffordshire Police Authority (1)	Leigh Gothard
Combined Primary Care Trusts (1)	Aliko Ahmed or Jacqueline Small
Staffordshire Probation (1)	Heather Sutton
3 <sup>rd</sup> Sector (1)	Jeanette Burrows – SCIO or Kent Parson
<b>Support Members</b>	<b>Current names</b>
Stronger and Safer Communities Team (3)	Helen Jarvie –Staffs Police Mark Williams- Fire & Rescue Service Julie Long- Staffs County Council
<b>Total: 21</b>	

#### **Priority Theme Leads**

Anti-Social Behaviour

Domestic Abuse

Violent Crime

Reducing Re-offending

#### **(To be invited to all meetings)**

Chief Superintendent Jon Drake  
Staffordshire Police

Sharon Moore

Safer Communities Commissioner, Staffs CC

ACC Julian Blazeby, Staffs Police

Heather Sutton, Head of Probation

Chief Inspector Simon Tweats, Staffs Police

## Appendix 5

### Staffordshire's Domestic Abuse Champions

<b>Organisation</b>	<b>Name of Individual and Contact Details (subject to change)</b>
Staffordshire County Council	Sharon Moore, Safer Communities Commissioner <a href="mailto:Sharon.moore@staffordshire.gov.uk">Sharon.moore@staffordshire.gov.uk</a> Tel: 01785 277033 Mob: 07815 827869
	Julie Long Principal Community Safety Officer <a href="mailto:Julie.long@staffordshire.gov.uk">Julie.long@staffordshire.gov.uk</a> Tel: 01785 358401 Mob: 07989 148731
	Judy Tideswell Manager: Inclusion Well Being Education Transformation <a href="mailto:Judy.tideswell@staffordshire.gov.uk">Judy.tideswell@staffordshire.gov.uk</a> Tel: 01785 277957 Mob: 07805 692581
Staffordshire Police	Detective Superintendent John Maddox Head of Protecting Vulnerable People Department <a href="mailto:John.maddox@staffordshire.pnn.police.uk">John.maddox@staffordshire.pnn.police.uk</a> Tel: 01785 235290
	Helen Appleby Protecting Vulnerable People strategic Co-ordinator <a href="mailto:Helen.appleby@staffordshire.pnn.police.uk">Helen.appleby@staffordshire.pnn.police.uk</a> Tel: 01785 218602
Staffordshire Probation	Angela Staplehurst Acting Head of Staffordshire Probation Delivery Unit, Senior Manager lead for Staffordshire courts <a href="mailto:Angela.Staplehurst@swm.probation.gsi.gov.uk">Angela.Staplehurst@swm.probation.gsi.gov.uk</a>

Third Sector

Staffordshire Fire and Rescue  
Service

Cannock Chase District  
Council

East Staffordshire Borough  
Council

Lichfield District Council

Newcastle Borough Council

South Staffordshire District  
Council

Stafford Borough Council

Staffordshire Moorlands District  
Council

Tamworth Borough Council

Local Criminal Justice Board      John Wood

Staffordshire and Stoke-on-Trent  
Partnership NHS Trust      Mandy Cooke  
[amandac.cooke@northstaffs.nhs.uk](mailto:amandac.cooke@northstaffs.nhs.uk)

Helen Cooksey  
Helen.cooksey@nhs.net

Victim Support