

## Effective Partnership Working for Domestic and Sexual Violence: Critical Success Factors Framework and Checklist

Critical Success Factor	<b>Good Practice Checklist:</b> <i>DSV services that consistently deliver above minimum requirements for service users, are cost-effective and make a contribution to wider outcomes for the community will be able to demonstrate the following good practice:-</i>	<b>Current Practice in Lambeth:</b> <i>DSV services in the borough currently (ie. over the last 12 months) demonstrate the following levels of performance –</i>
<p><b>1. Empowered and effective leadership</b></p> <p>This factor assesses the effectiveness of multi-agency and partnership working to address domestic and sexual violence and whether there is robust leadership as regards decision making and setting of priorities that translates into effective delivery and implementation of actions to address this agenda and support service users.</p>	<ul style="list-style-type: none"> <li>✓ An effective partnership structure providing leadership on the issue of domestic and sexual violence.</li> <li>✓ The partnership structure involves senior representation from all the relevant agencies.</li> <li>✓ Strong chairing of meetings with an agreed process for appointing and reviewing the chair.</li> <li>✓ A clear meeting structure that supports effective decision making with an emphasis on action, delivery and implementation.</li> <li>✓ Effective strategic and action planning with clear tasks ascribed to relevant partners and with ownership of tasks and actions agreed, recorded and understood by the partners.</li> <li>✓ Use of constructive challenge and problem solving approaches between the partners in order to improve performance.</li> <li>✓ Clear linkage between strategic/tactical/delivery levels with a 'golden thread' of performance linking the day to day work of practitioners with the strategic priorities, objectives and target setting of the partner agencies.</li> </ul>	<p><b>Leadership in the BOCU</b></p> <p>Lambeth's Public Protection Group (LX PPG) CID has consistently delivered above target performance over the last year in respect of sanctioned detections for Most Serious Violence, Domestic Violence, Race and Homophobic Hate crime. Additionally, the Compass and Jigsaw units manage some of the most difficult and high risk / vulnerable victims and offenders in London on a scale that is only matched by one other London Borough.</p> <p>Additionally, the LX PPG steers the policing aspects of MAPPA, MARAC, LSGCB, Young and Safe and Pathways (Violent Offender, gangs management) and Mediation delivery addressing Most Serious Violence and the Prevention of Violent Extremism on the Borough with SCD3.</p> <p>Key factors:</p> <ul style="list-style-type: none"> <li>• Investigation reviews that strictly follow the SOPs for the Investigation of serious crime.</li> <li>• Strong management and hard-working visible and inspirational leadership.</li> <li>• Cohesive internal and external working at all levels encouraging innovation.</li> <li>• A unified 'functional' co-located Public Protection Group geographically situated in the middle of the Borough.</li> <li>• Sympathetic resourcing and an appreciation of operational needs to sustain the protection of the public and reassure and support victims and their families.</li> </ul> <p><b>Partnership Working: the CDRP partners, BOCU and SCD2 and work on domestic and sexual violence in Lambeth</b></p> <p>The work of the Safer Lambeth Partnership is aligned to the priorities and targets of the Safer Lambeth Partnership Plan. Beneath the 'strategic group' that leads the CDRP, the Executive, there are five 'Partnership Action Groups' (or PAGs) that coordinate and lead on delivery and these are performance managed by a Partnership Delivery Group that consists of the PAG chairs and chaired by the Council's Executive Director covering the community safety and domestic violence functions.</p> <p>DV and serious sexual violence are covered by the Violent Crime PAG, chaired by the BOCU Det. Supt. serving as Borough Crime Manager. This PAG manages a Delivery Plan that comprises the targets and commitments to action from the Partnership Plan (see paras. 3.6 and 3.7, above).</p> <p>Achieving the Delivery Plan requires 'front end' partnership arrangements working under the PAG, particularly between Council, MPS, NHS and other statutory and voluntary agencies. The key arrangements include:</p> <ul style="list-style-type: none"> <li>• <b>The Domestic violence strategic group</b> The group leads on the implementation of Lambeth's Domestic Violence Strategy and is chaired by the Council's Executive Director of Adult and Community Services. Membership of the group is drawn from senior members of staff acting as the DV leads in their organisations and includes Police, Housing, Children and Young People's Services, Adult Mental Health, Lambeth Primary Care Trust, Guys and St Thomas NHS Trust and Lambeth First and the Lambeth DV Forum.</li> </ul>

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			<ul style="list-style-type: none"> <li>• <b>Domestic violence forum</b> The domestic violence forum is a multi agency forum that meets every two months to share good practise, to raise awareness of domestic violence and to enable practitioners to stay up to date with local, regional and national policies that impact on the sector. The forum is open to any Lambeth agency that signs up to the forum Terms of Reference. The chair and the vice chair of the forum are also members of the domestic violence strategic group. This ensures that views of the forum are represented at a strategic level. The forum also produces and disseminates a monthly domestic violence e-newsletter to forum members.</li> <li>• <b>Domestic Violence Practitioners network</b> The network is coordinated by the Lambeth Council Domestic Violence team and meets on a quarterly basis. The Practitioners network compliments the work of the Lambeth Domestic Violence Forum by focusing on front line delivery of domestic violence service provision in Lambeth. The aim of the group is to ensure that domestic violence agencies in Lambeth work together in a coordinated way in order to promote the safety and wellbeing of those experiencing domestic violence and to reduce repeat victimisation. The Police are members of the network and attend to ensure an effective partnership is maintained with the domestic violence providers.</li> <li>• <b>Multi-Agency Risk Assessment Conference</b> Lambeth MARAC has been in operation since 2007 and meets on a monthly basis. It is coordinated by Lambeth Council and is chaired by Detective Inspector of the Lambeth Community Safety Unit. There is a clear referral criteria and threshold to ensure that there is consistent referral by MPS and other partners into the MARAC. The Lambeth Police MARAC liaison officer works with a data analyst on a monthly basis to ensure that all victims who have experienced three-plus crimes and/or five incidents are referred into the MARAC. All DV rape victims are also referred into the MARAC, in partnership with the Sapphire Team. All victims referred to the MARAC are allocated an IDVA, who will make contact prior to the MARAC to offer a support service.</li> </ul> <p>Lambeth MARAC is an area of strength for work on DV in the borough and has become an exemplar of good practice:</p> <ul style="list-style-type: none"> <li>• MPS now intend to base their London-wide MARAC information sharing protocol on the Lambeth version;</li> <li>• CAADA have completed stage one and two of the MARAC implementation process and were impressed with the multi agency buy-in to the MARAC, its coordination and operation. The MARAC partnership is now preparing for the third and final implementation stage, which will be the quality assurance stage.</li> </ul> <p><b>Leadership and Performance management.</b></p> <p>Inspirational and effective leadership at all management levels. Supported by daily morning formal PPG meetings and daily DMM with OCU Commander. This enables poor performance to be exposed and expeditiously challenged and good work to be rewarded. Underpins cohesive working practices across business groups and between PPG / CID and uniformed units.</p> <p>Scorecard: Responsibility for all SD P.Is other than SAC offences. All performance brigaded under public Protection Group / CID and co-located on a functional model basis under one DCI. Allows for performance focus with professional response. Provides scope for cross-team working, mutual appreciation of demands and most appropriate response.</p>

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			<p>Allows clear vision; reducing conflict and inefficient use of resources and enhanced quality service.</p> <p><b>Partnership</b></p> <p>Numerous partnership links both internal (SCD1, 2, 3, 5, 7, 8, 10, 11, 25. CO 14, 19. HR5. TPHQ and Boroughs ) and external (LB Lambeth, NHS, SLAM, GAIA, VSS, LPS, HMP and Courts) and community partners and charities (the list is not exhaustive).</p> <p>DCI is L2 MAPPA Chair, Police Executive lead for Safe Guarding Children’s Board, Police Lead for Borough Mediation Services and Gang’s Intervention Project (Pathways).</p> <p>DI is DV Forum lead. MARAC Chair and police lead for CAADA.</p>
<b>2. Visible and constructive accountability</b>	<p>This factor assesses the extent to which decision making in respect of domestic and sexual violence is visible and accountable to the community and to service users with outward and visible performance management and active engagement and feedback to support the community’s ‘right to know’ and increase feelings of public confidence and reassurance.</p>	<ul style="list-style-type: none"> <li>✓ Decision making for work on domestic and sexual violence by the partners is informed by community engagement and feedback.</li> <li>✓ A clear role for service users in providing feedback on how domestic and sexual violence cases are managed.</li> <li>✓ A robust performance management framework in place using national and local indicators with regular public reporting against agreed targets for improvement.</li> <li>✓ The partners are aware of existing approaches adopted <u>within</u> and <u>across</u> agencies to engage and feedback to communities and service users.</li> <li>✓ Community/service user meetings and forums are incorporated into decision making processes.</li> <li>✓ Successful engagement with and feedback from ‘hard to reach’ and ‘hard to hear’ communities and service users.</li> <li>✓ Review and publication of evaluations of past performance against the partners’ priorities, objectives and targets.</li> </ul>	<p>The Safer Lambeth Partnership has undertaken three <b>Strategic Assessments</b> since the new statutory duties for CDRP’s were introduced in 2007. The first assessment, in 2007, identified violent crime as the key crime reduction priority for the borough and this included domestic and sexual violence. The second Assessment, in 2008, developed this picture with a greater emphasis on the role of alcohol in relation to violent crime – as a driver in domestic violence and as a cause of vulnerability in the night time economy. There was a concern about an apparent increase in reported rapes and sexual assaults in 2007/8 with Lambeth having one of the highest numbers of sexual offences in its CDRP ‘family’.</p> <p>The Strategic Assessment supports the preparation of an annually revised Partnership Plan for the CDRP. In line with the findings of the 2007 and 2008 Strategic Assessments, the Safer Lambeth Partnership has identified reducing violent crime as its key crime reduction priority. Within this priority, there are three strategic objectives relevant to this report:</p> <ul style="list-style-type: none"> <li>• To reduce and respond effectively to cases of rape and serious sexual assaults.</li> <li>• To tackle domestic violence by achieving the DV stretch targets [in the LAA] and by implementing the Lambeth Domestic Violence Strategy 2008-11.</li> <li>• To improve detection of violent crime including rape (to 35% in 2009/10) and domestic violence (to 45% in 2009/10) and to increase the DV arrest rate to 70%.</li> </ul> <p><b>Domestic violence stretch target in the Local Area Agreement (2007-10)</b></p> <p>Lambeth’s Local Area Agreement contains targets for improvement negotiated between the key partners represented on the Local Strategic Partnership, Lambeth First, and the Government Office for London. The Agreement negotiated in 2007 includes a set of ‘stretch’ targets for DV, one of only 11 areas prioritised in this way. ‘Stretch’ targets are unusual in that they attract support from Government in the form of a ‘pump priming grant’, to help lever in new ways of working to ‘stretch’ performance, and also a ‘reward grant’ if the targets are achieved.</p> <p>The three year stretch targets for DV are:</p> <ul style="list-style-type: none"> <li>• Increase the proportion of crimes that result in a sanctioned detection to 37%;</li> <li>• Decrease the proportion of crimes that are repeat crimes to 27.3% (for non-MARAC cases);</li> <li>• Decrease the proportion of crimes that are repeat crimes for those victims being managed by the MARAC to 54%;</li> <li>• Increase the total number of offenders brought to justice to 165.</li> </ul>

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			<p>The pump-priming grant of £120,000 has been used to fund a Domestic Violence Project Officer over a three year period (2007-2010). The DVPO manages the delivery of the partnership LAA, which includes coordination of the Lambeth MARAC.</p> <p>Currently, three out of the four indicators are on target and it is expected that, by April 2010 all indicator targets will be achieved. The stretch target carries a potential reward grant of £1.1million.</p>
<b>3.</b>	<b>Intelligence-led business processes</b> <p>This factor assesses the ability of the partners working on domestic and sexual violence to share information and data in order to understand and profile domestic and sexual violence in their area. This understanding supports the partners' planning and decision making processes including the setting of priorities, objectives and targets and supports the delivery of effective working to address domestic and sexual violence issues and support victims.</p>	<ul style="list-style-type: none"> <li>✓ Partners understand their core responsibilities to share information and data and support the preparation of appropriate intelligence products.</li> <li>✓ Information sharing protocol in place with high level of compliance by the partner agencies.</li> <li>✓ All partners have a Designated Liaison Officer with understanding of legislation and policy and able to manage any information sharing issues in relation to domestic and sexual violence.</li> <li>✓ Effective sharing of personalised data when necessary and appropriate datasets are shared on a quarterly basis in electronic form between the partners.</li> <li>✓ Clear set of priorities for domestic and sexual violence working based on what communities and service users think and what the available information and data says.</li> <li>✓ A process exists for weighing up emerging issues against existing priorities.</li> <li>✓ A clear and agreed framework for performance, using indicators and targets, that underpins action planning by the partners.</li> <li>✓ Decision making is influenced by the priorities that the partners have set and also the ability to deliver.</li> <li>✓ An embedded evaluation process, properly resourced and built-into implementation of the partners' priorities, with 'lessons learned' being fed back to the leadership group.</li> <li>✓ Linkage with other intelligence/information assessments and profiles in use by agencies in the area (such as Strategic Assessment or JSNA etc.)</li> </ul>	<b>Information quality and data accuracy.</b> <ul style="list-style-type: none"> <li>• Correct understanding and use of SOPs, Protocols and Policy.</li> <li>• Correct understanding of offence definitions and classification.</li> <li>• Correct use of flags.</li> <li>• Correct use of CRI / No Crime.</li> <li>• Robust enforcement of the Policing Pledge including VCOP.</li> <li>• Regular monitoring, review and updating of all relevant data and information subject to PPG impact.</li> </ul> <p>Investigative updates, issues and general SCD2 input is presented at the BOCU Daily management Meeting by the Risk and Public Protection Lead for the BOCU who has maintained close liaison (face-to-face) with SCD2 colleagues and tracks cases and investigations, in particular those that are monitored on the Borough Risk Register.</p> <p>Intelligence tracking of MAPPAs ensures that the BOCU Most Serious Violence and Public Protection Units and SCD2 are given information concerning offenders that pose a risk to the public prior to their release date in order that contingencies may be considered and acted upon. 'Additionally, Lambeth police have a dedicated unit of detectives to deal with serious violent assaults ensuring a high standard of investigative processes. This has resulted in a consistent above target sanctioned detection rates and has been identified as best practice by ACPO.</p> <p>Lambeth's BOCU Public Protection Desk consists of one sergeant, six constables and two police staff researchers who assess reports submitted by officers who have had dealings with children and young people in circumstances that did not meet the five standards of <i>Every Child Matters</i>. This information is shared with the Council's Children and Young People's Services department and CAIT teams.</p>

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4.	<b>Effective and responsive delivery structures</b> This factor assesses the effectiveness of partners working on domestic and sexual violence to translate their priorities into action and sustain a high quality of delivery while remaining responsive to the needs of service users and able to respond to emerging issues.	<ul style="list-style-type: none"> <li>✓ Effective delivery and action planning with clear tasks ascribed to relevant partners and with ownership of tasks and actions agreed, recorded and understood by the partners.</li> <li>✓ Consideration is given to how the delivery of priorities will be resourced.</li> <li>✓ Partners maximise opportunities for the joint delivery of actions.</li> <li>✓ The partners create action/delivery groups structured around their priorities for working on domestic and sexual violence.</li> <li>✓ Can demonstrate an appreciation of 'cross-border' issues and working.</li> <li>✓ Partners are able to respond flexibly to emerging issues for the domestic and sexual violence agenda within the community.</li> </ul>	<b>Supervision and investigative review.</b> Decision making on case disposal rests with PPG / CID DCI, who can overturn decisions made by other officers and re-open investigations. Additionally, the DCI can direct investigative focus where there is conflict of SOPs. The DCI reviews all MISPER and GBH and organisational risk investigations in line with serious violence SOPs and is the Level 2 MAPPA Chair. The DCI reviews all overnight incidents that present a risk or are a PPG investigation / issue every morning with PPG leads and represents the PPG at the LX DDM. All PPG / CID portfolio leads are directly accountable to the DCI and undertake regular investigative reviews and risk assessments both for victims and suspects. Additionally, as A/DSU the DCI can and has, authorised charges in certain circumstances. <b>Investigation / Arrest</b> There is a strong focus on compliance with a positive arrest policy and the expeditious and diligent response to PPG / CID investigations. At all times, the proportionate use of alternative charge and caution is considered as opposed to NFA. Outstanding suspects, not arrested, are subject to additional arrest efforts- using weekly PPG team arrest days and the MIB Artemis Team to assist with serious offences where the offender cannot be traced locally. Training and guidance given to all officers. All crime reports QA'd and skills gaps dealt with directly with reporting officers. Regular supervisory reviews ensure professional compliance. <b>Systems and resilience.</b> All PPG units are co-located at LD. They generate the highest arrest tally and therefore are at a designated police station with a large cell block. This provides for a more efficient, effective and economic use of resources and time. The brigading aspect enables cross-working, mutual support and 'cover' when required, to ensure that uniformed officers and the public consistently receive a bespoke service from PPG staff. This includes weekend cover with supervision. LX Borough Protocols and remits clearly define areas of responsibility. Additionally, each new officer to the PPG / CID receives a 'Welcome pack' outlining roles and statement of expectations and commitment. All PPG / CID Units have additional intelligence support in particular from the LX Gangs and Sexual Offences desks, MIB Sex Offenders Unit and The National Crime Faculty (Offender Profiling Unit). The OCU Commander has provided tangible support for the PPG in respect of additional staff and resources to meet its needs and has the operational background to appreciate all risk factors involved. <b>The MARAC</b> Referral to the <b>Multi-Agency Risk Assessment Conference (MARAC)</b> <sup>1</sup> is the key element of assessing and managing risk for these cases in Lambeth. There is mandatory referral for those cases assessed as high risk and an emergency MARAC will be convened in the highest risk cases (which has happened on two occasions in the last 12 months). Cases can also be referred to MARAC by the partner agencies for any particular case where it is felt that a multi-agency approach would be beneficial. The standard referral threshold for MARAC is 3 offences or 5 incidents within the previous 12 months. To ensure we capture all cases that fall within this definition, a monthly download of all DV cases is manually cross checked for name spelling accuracy as errors

<sup>1</sup> The statutory 'core' members include MPS, local authority, PCT, Mental Health Trust, Drug and Alcohol Team and Children and Young Persons Service with additional members drawn from BME, LGBT and others as necessary depending on the nature of the case.

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		<p>here can significantly impact on identification of all repeat victims. In addition, repeat victims are given a mandatory referral to the Lambeth DV Support Centre (the GAIA centre) and for cases that result in a suspect being charged there is mandatory referral to Camberwell Green Court IDVA.</p> <p>The referral rate since MARAC was established has increased from less than 10 to between 20 and 30 cases a month. Since the MARAC began, the number of people that are considered as repeat victims has reduced from <b>210</b> (Year to 31/7/07) to <b>174</b> (Year to 31/7/09), a reduction of <b>18%</b>.</p> <p>All victims of domestic violence are provided with a DV support pack (except where this is assessed as increasing the risk to the victim) and this contains information on local and national DV support groups and a covering letter from the CSU manager. In most cases victims are also referred and provided with contact details for the GAIA centre.</p> <p><b>Specialist DV services</b></p> <p>There are a range of responsive specialist services supported by the CDRP and Lambeth MPS, including:</p> <p><b>Gaia Centre</b> – this is an innovative, multi-agency DV advice centre launched in May 2006 that brings together a range of essential advice and support services and agencies under one roof. Since opening, the centre has supported over 3000 women, who benefit from only having to tell their story once in order to access advice, support and practical help from a full spectrum of service providers. The Gaia Centre was highlighted in the February 2008 National Audit Office report for The Home Office – ‘<i>Reducing the risk of violent crime</i>’ - as an example of “...innovative interventions brought about through partnership working” and in 2008 the Gaia Centre won the London region of the Health and Social Care awards, in the ‘success in partnership working’ category.</p> <p>The <b>Refuge court-based IDVA service</b> supports women to navigate through the criminal justice system and provides a specialist support service at court. The IDVA works closely with the Police from point of charge to ensure that the victim is provided with effective support from start to finish. At point of charge the Police OIC, with the victim’s permission, will make a referral to the court IDVAs to ensure the victim is provided with the best possible support.</p> <p>The <b>Asha project</b> coordinate a resource centre that provides advocacy, advice and information to South Asian women and children or single women (16 upwards) fleeing domestic violence. The project also has a refuge which provides immediate temporary accommodation to women who are experiencing domestic violence.</p> <p><b>Mozaic</b> is an integrated domestic violence health based project, based in midwifery and genitourinary medicine at Guys and St Thomas NHS foundation trust. Health professionals in maternity and genitourinary medicine services receive one-day domestic violence training to enable them to carry out routine enquiry for domestic violence. Women who disclose domestic violence are offered a referral to the MOZAIC Independent Domestic Advisory service. The project team consists of a manager, a trainer and two Independent Domestic Violence Advisors. The IDVAs provide advocacy services to women referred via midwifery or the sexual health clinic. The MARAC police liaison officer provides training on policing of DV at the quarterly staff training days.</p> <p><b>Reach IDVA</b> project is an integrated domestic violence health based project based in the Accident and Emergency department at Guys and St Thomas NHS foundation trust. The project supports women and men in heterosexual and LGBT relationships who are or have experienced abuse. The project team consists of two IDVAs and a project</p>

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			<p>manager/trainer.</p> <p>The <b>Sanctuary Scheme</b> offers an alternative to homelessness for victims of domestic violence in Lambeth. The Scheme provides enhanced home security where the victim wishes to remain in their current home, and where it is assessed as safe for them to do so. The scheme is also complemented by the Lambeth domestic violence floating support service. When a sanctuary scheme is implemented the victim is also provided with the option of receiving support from the domestic violence floating support service, which provides a more holistic approach to the victim.</p> <p>The <b>Haven</b> is a sexual assault referral centre based at Kings College Hospital, largely serving south and south-east London and provides the primary support in the borough for victims of rape and sexual violence. Lambeth MPS staff have developed an excellent working relationship with the centre; SOIT officers attend the clinic on a rota to speak to victims and to collect anonymous samples with Haven staff informing the victim so a decision can be made on further police involvement. The centre has also been very accommodating in working with MPS to help gather evidence with victims who fall outside of their remit for support and with anonymous victims where serial rape is suspected.</p> <p>Currently, a project is being undertaken to co-locate Lambeth PPD, CAIT and the Children's Social Services child referral and assessment team in a single office in the Lambeth Children and Young People's Service headquarters building. Co-location will bring significant advantages including:</p> <ul style="list-style-type: none"> <li>• The immediate exchange of information between agencies thus making agency working more expeditious.</li> <li>• The ability to identify potentially serious cases earlier enabling earlier intervention.</li> <li>• More face-to-face working between agencies.</li> <li>• More cohesive partnership working.</li> </ul> <p>A reporting process was introduced in 2007 by the Lambeth Safeguarding Adults Board, working with officers from MPS and social services, that enables social care workers to report suspected incidents of abuse of adults at risk directly to the BOCU Community Safety Unit. The Safeguarding Adults at Risk Alert form can be e-mailed directly to the CSU where it is reviewed, recorded and allocated as appropriate.</p>

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5.	<b>Engaged communities</b> This factor assesses the extent to which domestic and sexual violence services are focused on the needs and expectations of communities and service users and whether communities are actively engaged in decision making, priorities setting and evaluation of performance by the partner agencies.	<ul style="list-style-type: none"> <li>✓ Information gathered through community engagement feeds into the setting of the priorities, objectives and targets of the partners working on domestic and sexual violence.</li> <li>✓ Community engagement and consultation activities target diverse groups, especially those most likely to be affected by domestic and sexual violence.</li> <li>✓ The partnership's key messages, policies and plans can be accessed by diverse communities, including service users.</li> <li>✓ Partners have identified the correct medium for sharing information with the community, especially service users and victims of domestic and sexual violence, including those who are hard to reach or hard to hear.</li> <li>✓ The partnership actively seeks ways to involve the community and service users in problem solving initiatives.</li> </ul>	<p>To ensure effective engagement with communities, particularly service users and victims, we have introduced a series of initiatives including:</p> <p><b>Repeat victim project</b> – this project is an innovative response to working with repeat victims of domestic violence in Lambeth. The Lambeth Police Community Safety Unit, in partnership with the Gaia Centre, have developed bespoke information letters and packs which are sent to all victims and repeat victims of domestic violence in Lambeth. The information packs contain up to date information on local and national support services available to those experiencing domestic violence in Lambeth and a letter from the CSU DI. In addition to the information packs, the Police send details of all repeat victims to the Lambeth Council Domestic Violence Project Officer. Following a risk assessment by MPS, the Project Officer ensures that repeat victims who are not currently being supported by a local domestic violence agency are then pro-actively contacted by the Gaia Centre staff. The Gaia Centre make phone contact with repeat victims and provide further information with regards to support services available in Lambeth and offer a specialised service to each repeat victim contacted.</p> <p><b>DV Media Campaign</b> – funding of £6,000 was received from Government Office for London to develop and launch a media campaign in 2008. The campaign featured materials and messages developed in consultation with survivors of domestic violence in order to raise awareness about reporting DV and the availability of support services. For example, publicity posters were displayed up and down escalators at Brixton tube station and on London bus internal passenger panels. Posters were also displayed in key council information points throughout the borough. A postcard sized Gaia information card was also developed for distribution, using the same core designs to compliment the media campaign.</p> <p><b>Violence Against Women and Girls initiative</b> – further funding of £15,000 has been obtained from the Home Office to deliver a project on the wider violence against women and girls (VAWG) agenda in 2009/2010. The project will be used as a London pilot to better understand how local authorities might develop their approach for delivering the new VAWG agenda. The findings from the project will be shared with all London boroughs in order to support them in their development of the VAW agenda. The project includes three parts:</p> <ul style="list-style-type: none"> <li>• coordination of a detailed VAWG (domestic violence, sexual violence, female genital mutilation, forced marriage, stalking, trafficking, and "honour" based violence) mapping exercise in Lambeth, including information on services and prevalence of VAWG;</li> <li>• organisation of a Lambeth Violence Against Women and Girls working summit in March 2010, to share information from the mapping exercise, and identify areas for future development;</li> <li>• development of VAWG web pages on the Safer Lambeth website.</li> </ul> <p><b>International Women's Day 2009 DV consultation event</b> – this was facilitated by the Greater London Domestic Violence Project. Over thirty women, who live in Lambeth and who have experienced domestic violence, attended the event to provide feedback on their experiences of service provision in the borough in relation to domestic violence. The results of this consultation have been used in the development of the new Domestic Violence Strategy thereby ensuring a focus on service users and victims of DV in the design of future service provision in the borough.</p>

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			<b>Developing trust and confidence with hard to reach communities</b> <p>Lambeth MPS, working with partners in the CDRP, is working to engage and reassure communities and particularly to create trust and confidence with communities traditionally considered to be 'hard to reach'. Some notable recent examples include:</p> <ul style="list-style-type: none"> <li>• presentations by MPS to the DV Forum on Female Genital Mutilation and Honour Based Violence raising awareness amongst NGOs, voluntary and statutory groups.</li> <li>• Lambeth MPS have a full time LGBT Liaison Officer and Hate Crime Officer (who is based with the CDRP in the Community Safety service) as well as a network of part time Liaison Officers. Events sponsored by MPS focusing on DV within LGBT households included two LGBT Hate Crime and Domestic Violence events in Vauxhall.</li> <li>• In September 2009 as part of Peace Week, Lambeth Safer Neighbourhood Teams, in partnership with Safer Lambeth, coordinated two community domestic violence awareness events. The Ferndale and Clapham Town Safer Neighbourhood teams organised an evening seminar to raise awareness of domestic violence as an issue within the LGBT community during which availability of support services for LGBT victims of domestic violence was provided. This was a very positive event, and supported us in building relations with this more difficult to reach group. The second community event, led by Thornton ward also culminated in an evening community seminar. The day of action also involved domestic violence leaflets, with contact details for domestic violence services, being distributed via Lambeth Life to all households in the Thornton Ward.</li> <li>• MPS recently appointed a Partnership and Community Engagement officer and they are currently developing an action plan to assist in our understanding of disability, HBV and FM issues.</li> <li>• We work with Lambeth's Community Police Consultative Group as a key 'sounding board' for police and community relations in the borough. On 3 November 2009, the regular monthly meeting of CPCG was dedicated to a discussion about Violence Against Women, covering the DV, sexual violence agenda and HBV.</li> <li>• Lambeth used November 2009's White Ribbon Day to raise the profile of domestic violence in the borough. Building on the success of the White Ribbon community awareness campaign in 2008, the Lambeth Domestic Violence Forum coordinated a day of action on the 25-11-09.</li> <li>• Lambeth Police have worked with partners to establish a presence at a network of community events, including the Lambeth Country Show. Recent development of a series of 'Expos' in each Town centre area has given an opportunity to work with communities and engage on a local level, for example with the Portuguese community at the Stockwell Expo.</li> </ul>

	<b>Critical Success Factor</b>	<b>Good Practice Checklist:</b> <i>DSV services that consistently deliver above minimum requirements for service users, are cost-effective and make a contribution to wider outcomes for the community will be able to demonstrate the following good practice:-</i>	<b>Current Practice in Lambeth:</b> <i>DSV services in the borough currently (ie. over the last 12 months) demonstrate the following levels of performance –</i>
6.	<b>Appropriate skills and knowledge</b> This factor assesses whether partners, decision makers and practitioners have the right skills and knowledge sets in order to make best use of the critical success factors identified, above.	<ul style="list-style-type: none"> <li>✓ Clear understanding amongst all the partners about the purpose and aims of partnership working to address sexual and domestic violence.</li> <li>✓ Clarity about the roles and responsibilities of the different agencies and partners involved in tackling domestic and sexual violence.</li> <li>✓ Clarity about which bodies and agencies need to be involved in this form of partnership working and ability to review membership and identify gaps in attendance or participation.</li> <li>✓ Partners understand the value and importance of information sharing and their officers have a basic understanding of info sharing legislation and policy and what can be shared and by whom.</li> <li>✓ Understanding of the make-up and composition of communities and service users relevant to the domestic and sexual violence agenda.</li> <li>✓ Partners understand and keep abreast of the changing landscape of legislation and policy with respect to domestic and sexual violence.</li> <li>✓ There are people working in the partnership who have the capability and capacity to review the economy, efficiency and effectiveness of its work.</li> <li>✓ Officers/officials are familiar with partnership planning processes and links to other areas of business for the partner agencies.</li> <li>✓ Understanding of the importance of evaluation and ability to 'learn lessons' from past practice and performance.</li> <li>✓ Partners have advanced level understanding and knowledge of information sharing legislation, policy and practice.</li> <li>✓ Partners know that the key messages in relation to domestic and sexual violence work are reaching the intended audiences.</li> <li>✓ Appropriate processes in place to ensure listening to all sections of the community, including minority and hard to reach groups.</li> <li>✓ Sufficient analytical capacity across the partnership to maintain an up to date assessment and profile of domestic and sexual violence in the area and to produce appropriate analytical products to inform decision making.</li> <li>✓ Understanding of the various problem solving methodologies and the approach of the National Intelligence Model and how they can be applied to work on domestic and sexual violence.</li> </ul>	<b>Skills</b> Several key officers in various ranks hold the breadth and depth of policing experience both at TP and SCD to provide vital expertise and work ethic. Bespoke courses for Jigsaw and CSU staff and supervisors in addition to detective training. PPG managers closely monitor performance and morale providing support and guidance and are quick to praise and reward good performance. PPG / CID officers and managers are all developed and trained laterally and through promotion processes under the DCI lead for progression and selection of staff. Uniformed teams and student constables are subject to training and presentations on PPG issues by PPG officers. Best practice and organisational learning is shared and spread by the DCI lead. <b>Standard Operating Procedures for BOCU and SCD2</b> Both SCD2 and the BOCU operate to corporate Standard Operating Procedures (SOPs) for the investigation of Rape/Serious sexual assault and Domestic Violence. In relation to Domestic Violence, all new staff receive a formal face to face briefing from the Detective Inspector to ensure understanding of SOPs and how th monitored by supervisors and where necessary feedback is given. In is impacts on their role and responsibilities. Compliance is terms of rape and serious sexual assault compliance is monitored as part of the formal supervisory review process. Where there is remit conflict the unit responsible for the more serious offence will take primacy. Units do however work closely where this is the case and will often work jointly with each other. In cases of domestic rape the CSU will often work with SCD2 colleagues on risk management and victim care issues. Similarly with Child Abuse Team colleagues, some cases benefit from one investigator from each unit working together. There is a formal understanding between the heads of the CSU and CAIT that a member of each unit will deal where there is remit overlap in order that skills and experience are shared. The BOCU have provided mandatory training, presented by a SOIT officer, for all uniformed officers in how to ensure that primary investigations deal with rape allegations effectively. If there are failings in a primary investigation, the Sapphire DI deals with the matter direct, with the officer or his/her line manager to ensure that they are aware of the issue. <b>Partnership DV training programme</b> Lambeth Council Domestic Violence Team are currently rolling out a borough wide multi agency domestic violence training programme. The programme will cover areas such as forced marriage and honour based violence, female genital mutilation, domestic violence and BME communities, domestic violence, safety planning and risk assessment and domestic violence and the law. Domestic violence and the law training will be co-delivered with the Police Community Safety Unit MARAC liaison police officer. The training is open to all partners and is free of charge.