

London Borough of Hammersmith & Fulham

Domestic Violence Developmental Action Plan

2008 - 2011

# TRAINING STRATEGY

## 2009-2010

**STANDING  
together**  
against domestic violence



## CONTENTS

	Page
<b>1. Executive Summary</b>	
1.1 Overview	...4
1.2 Rationale – why a training strategy?	...4
1.3 Objectives of the Training Strategy	...4, 5
1.4 Outcomes of the Training Strategy	...5
1.5 How will the outcomes be delivered?	...5, 6
1.6 Recommendations for the Delivery of the Training Strategy	...6
<b>2. The Training Strategy in context</b>	...7
2.1 Definition of domestic violence	...7
2.2 Local statistics	...7
2.3 The Coordinated Community Response to domestic violence	...7, 8
2.4 The Domestic Violence Developmental Action Plan	...8
2.5 Domestic Violence ‘strands’ in the Action Plan	...8
2.6 Training as a priority in Operational Groups	...9
<b>3. Delivery of the Training Strategy</b>	...10
3.1 Recommended minimum training provision in the Borough	...10, 11
3.2 The cost of delivering and administering training	...11
3.3 Monitoring and Evaluation	...11
3.4 Training Plan 2009 - 2010	...12
3.5 Additional training identified by STADV and/or Operational Groups	...13
<b>4. Next steps for delivery of Training Strategy</b>	...14

4.1	Role of the Delivery Group	...14
4.2	Role of Standing Together	...14
4.4	Funding Options	...14, 15
4.5	Conclusion	...15

## 5. Appendices

Appendix 1: Agencies undertaking Training May 2008-March 2009

Appendix 2: Coordinated Community Response Structure

Appendix 2: Training Needs Analysis matrix developed by Standing Together

### Acronyms used in this document

ACPO – Association of Chief Police Officers

CCR – Coordinated Community Response

STADV – Standing Together Against Domestic Violence

### Note about the definition of domestic violence used in this document

The UK Home Office definition of DV includes ‘any incident of threatening behaviour, violence or abuse (psychological, physical, sexual, financial or emotional) between adults, aged 18 and over, who are or have been intimate partners or family members, regardless of gender and sexuality.’ (Family members are defined as mother, father, son, daughter, brother, sister and grandparents, whether directly related, in-laws or step-family.) STADV has always worked within the definition of intimate partner violence ‘any form of physical, sexual or emotional abuse within or after an *intimate relationship*.’ This Training Strategy operates within the UK Government definition in recognition that most partner agencies now work to this definition of domestic violence, however the available knowledge and tools to train within the family violence definition are nationally and locally defined. Standing Together is currently discussing the implications of working within the expanded definition.

### Note about the use of the word 'training'

In this Training Strategy the word ‘training’ is used to describe the range of input to partner agencies from short briefings to interactive, intensive skills development courses. It is acknowledged that some training can be delivered ‘in-house’ by agency members of staff (who have been trained in the issues and the key messages). However intensive skills development training is always delivered by experienced training professionals. A table outlining the different levels of training is on page 10.

# 1. Executive Summary

## 1.1 Overview

The London Borough of Hammersmith and Fulham Domestic Violence Strategic Partnership developed, and work to the Domestic Violence Developmental Action Plan for the Borough. The Action Plan sets out how the coordinated community response to domestic violence will be achieved from 2008–2011. Standing Together against Domestic Violence is committed to the task of delivering the coordinated community response by supporting and developing the local Strategic Partnership, its Delivery Group and Operational Groups.

An essential element of this includes ensuring workers in all partner agencies have the skill and capacity to respond appropriately to domestic violence, and that resources are made available within the partner agencies to develop these skills and capacity. This Training Strategy outlines the training needs identified within the Action Plan, and provides a summary implementation plan. Whilst the Strategy sets out a plan for delivering the training issues identified in the Action Plan, it should be noted that there will still be gaps and emerging areas where new training is developed and delivered over the next two years.

## 1.2 Rationale - Why a Training Strategy?

This Training Strategy is a outcome of the DV Action Plan which highlights the urgent need for further and targeted training to all partner (and other) agencies in the Borough. Research undertaken by Standing Together<sup>1</sup> in 2008 found that *'the vast majority of the gaps in the working practices of agencies, and the frustrations of staff dealing with domestic violence on a daily basis could be addressed by effective training'* and recommended the introduction of training programmes in identifying domestic violence, understanding the dynamics of domestic violence and development of skills and information sharing.

Training conducted in the Borough over the past decade has placed a high priority on ensuring that staff in key partner agencies have the understanding and knowledge about domestic violence and its impact to ensure that women and children are treated appropriately, sensitively and in a way that increases their future safety and that perpetrators are held accountable for their behaviour. When frontline staff are trained to enquire, identify and respond to domestic violence this increases the early identification of domestic violence, is cost effective and increases staff competency (and confidence). These are key goals of the CCR and training is the best way to embed consistent good practice.

## 1.3 Objectives of the Training Strategy

1. To ensure that staff in partner agencies receive consistent messages about the nature, causes and scope of domestic abuse
2. To ensure that staff in partner agencies receive and act upon consistent messages about effective and safe action by all agencies
3. To develop training content that is informed by the experiences of diverse survivors and of staff responding to domestic violence in a range of agencies
4. To maintain a focus on prevention, early intervention, holding perpetrators accountable and with the safety of survivors and children at the centre.

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<sup>1</sup> Completing the Jigsaw — Help-seeking by survivors of domestic violence: What's the problem? Available on [STADV website](#)

5. To deliver a combination of training about domestic violence dynamics, up to date information about services and the legal and policy framework, and skills training
6. To enhance the capacity and confidence of staff and managers at an operational level, in their day to day work on domestic violence.

## **1.4 Outcomes of the Training Strategy**

The ultimate goal of training is to reduce or eliminate domestic violence in the Borough by increasing awareness and improving practice across all sectors. This in turn leads to a reduction in the human cost to women and children, and reduction in costs to the community. Training is a means to this end.

The training room is also a good place for policies and procedures around domestic violence to be developed, debated and enhanced by the staff responsible for its implementation. The strategy will be considered a success if, across all partner agencies in LBHF the following outcomes are achieved:

1. Consistent messages about domestic violence are delivered in a systematic way to all partner organisations
2. Good practice in identifying and responding effectively to domestic violence is embedded into all partner organisations and there are policies and protocols in place. In addition:
  - Frontline staff are able to identify domestic violence and deal confidently with disclosures, including identifying and managing risk and increasing safety
  - Managers are aware of the impact on clients (and staff) of domestic violence
  - Partner agencies have employee DV Policies and managers and HR personnel are trained to implement policy
3. The application of good practice in partner organisations leads to increased referrals to support services, which increases women's and children's safety, and holds perpetrators accountable for their behaviour.

## **1.5 How will the outcomes be delivered?**

The success of the training strategy will depend upon:

- The commitment of each partner agency to providing domestic violence training to all staff members who are likely to come into contact with victim/survivors as part of their job. This commitment must include a clear process for how training will be prioritised within existing budgets.
- The DV Delivery Group and Strategic Partnership reinforcing the importance of training to improve the response to domestic violence in the Borough.
- Agreement being reached by partner agencies about what minimum standards should be achieved to respond effectively to DV, the value and importance of training, how to efficiently mobilise training across the partner organisations, and, critically, how each partner organisation will pay for training.
- Agreement being reached about the most practical and cost effective way to deliver training across the Borough (see next section).

## **1.6 Recommendations for delivery of the Training Strategy**

### **Priorities**

Priorities for training should be identified and decided by partner agency managers, using the *Training Needs Matrix* which is included as Appendix 2. It is proposed that in the first instance, partner agencies undertake a simple *Training Needs Analysis* (TNA) to determine what training is required (e.g. briefing or full skills development), at what staff level (e.g. managers) and for what purpose (e.g. frontline staff identification and response). This TNA can be coordinated by Standing Together, but should be driven by the Delivery Group and/or Strategic Partnership within partner agencies to ensure that an accurate picture of the training priorities and direction is identified as soon as possible.

### **Funding the delivery of training**

It has been identified that it costs approximately £60 per person to deliver one day of DV Dynamics and Good Practice (basic awareness training). This sum *excludes* the cost of venue hire and refreshments but is a useful figure for partner agencies to calculate the potential cost to the organisation. This sum includes the cost of administering each course (preparation of participant packs, managing bookings etc) but the cost of administering a larger number of courses, or indeed administering the training plan outlined in this strategy, needs to be reconsidered, as it cannot be absorbed by the current training provider on that scale.

There is no getting away from the fact that there is a financial cost to partner organisations to provide staff training, and decisions must be made within agencies to release resources for the purpose of increasing the capacity and confidence of all staff to provide better services to victim/survivors of domestic violence.

## **2. The Training Strategy in context**

### **2.1 Definition of domestic violence**

The Partnership uses the term domestic violence to include *any form of physical, sexual or emotional abuse within or after an intimate relationship*. Current research and the experiences of a wide range of agencies responding to domestic violence indicate that overwhelmingly it is women who experience abuse and almost always, it is the male partners or ex-partners who are the perpetrators. The Action Plan therefore has a focus on the needs of women survivors for services. However, it is acknowledged that domestic violence also takes place within same sex relationships and that men can be abused by women. Indeed, most partner agencies in the Borough operate within the ACPO definition of 'any incident of threatening behaviour, violence or abuse (psychological, physical, sexual, financial or emotional) between adults, aged 18 and over, who are or have been intimate partners or family members, regardless of gender and sexuality.' (Family members are defined as mother, father, son, daughter, brother, sister and grandparents, whether directly related, in-laws or step-family.)

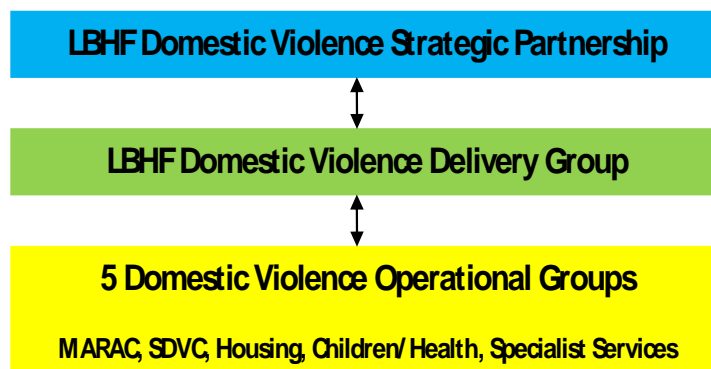
### **2.2 Local Statistics**

- According to the 2001 Census the population of LBHF is 165,000 of which 86,250 are women (52%)
- There were 2711 incidents of domestic violence reported to police in 2008-09
- There have been two domestic violence murders of women in the Borough. One of these women was an employee of LBHF.
- The financial costs of domestic violence to a borough the size of H&F is in the region of £6.85 million a year in direct partnership costs. This accounts for criminal justice £2.24m, health £3.07m, social services £500K, housing and refuges £350K and civil legal costs £690K.

### **2.3 The Coordinated Community Response to domestic violence**

The response to incidents of domestic violence in the Borough, coordinated by Standing Together, began with coordination of the criminal justice system from the first call to Hammersmith & Fulham Police through to case disposal/court decision and sentencing. This CJS coordinated response was, and is backed by high quality help and support from ADVANCE, the Advocacy Project, and data sharing by Standing Together. The coordinated community response has been expanded to include a wider range of statutory and voluntary sector partners.

Standing Together is the key element of the locally coordinated community response to domestic violence and has been instrumental in raising awareness about domestic violence and developing and providing training to partner agencies. Standing Together has, with the agreement of partners, introduced the new partnership structure to the Borough with the aim of ensuring that the operational activity of all the agencies (both voluntary and statutory) responds effectively to all aspects of domestic violence in an appropriate and timely way. Standing Together recognises the crucial part agencies play in this issue and work with them to help them deliver their outcomes. The overriding aim is always to ensure that victims and children are safe and perpetrators are held to account. A summary of the coordinated community response structure for LBHF is set out below with the full structure chart provided in **Appendix 2**.



## 2.4 The Domestic Violence Developmental Action Plan

The first LBHF Developmental Action Plan for the coordinated community response to domestic violence was launched in November 2008, although activity on delivering the Plan's outcomes had been underway for the preceding year (and has been the core work of Standing Together since 1998). The Action Plan is organised under 7 strands (themes) with responsibility for delivering outcomes under each strand held by one of 5 Operational Groups. Training is integral to all strands in the Action Plan but is also identified as a strand in its own right, reinforcing the importance of increasing and coordinating training on domestic violence to statutory and voluntary sector agencies across the Borough. This was confirmed in the "Completing the Jigsaw" research.

The Strategic Partnership has ultimate responsibility for ensuring that training needs are delivered (including ensuring funding). Further training issues will be identified and clarified as the Training Strategy is further developed and the Operational Groups' Strategies are finalised.

## 2.5 Domestic Violence Strands in the Action Plan

The table below shows the 7 DV strands (or themes) agreed by partners in the Action Plan and names the Operational Group responsible for delivering outcomes on each theme. Training has been identified as a discrete 'strand' as well as being highlighted as an outcome under the other strands. For the purposes of this Training Strategy training is outlined below within the context of each Operational Group and then in terms of the responsibility of the DV Delivery Group. The next review of the Action Plan will clarify this further.

Domestic Violence Strands from Action Plan	Operational Group responsible
1 Healthier Relationships	DV Children & Health Group
2 Training	ALL Operational Groups <i>and Delivery Group</i>
3 Services	DV Specialist Services Group
4 Housing	DV Housing Group
5 Children, Young People and Health	DV Children & Health Group
6 Criminal Justice System	MARAC Group and Specialist DV Court Management Group

7 Diversity / Hard to reach groups. Meeting the needs of an increasingly diverse community (see footnote)	DV Services Group
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## 2.6 Training as a priority in Operational Groups

The need for training (developing new or continuing/enhancing existing training) has been identified throughout all operational groups of the CCR structure. Each group (with the exception of MARAC and SDVC which are guided by protocols rather than workplans) has developed a workplan for the next 12 months. These workplans are known as the “Strategy for a Coordinated Community Response” (e.g. Housing) and set out the groups’ objectives, outcomes and actions for achieving outcomes.

Provision of training is a key target within the DV, Children and Health Group’s new Coordinated Response Strategy and discussions are underway with the Primary Care Trust, about how to deliver all outcomes, including training. Outcomes identified include training for GPs, midwives and health visitors, and A&E staff. The Children and Health group is also considering how to take forward training and other issues raised in a recent consultation with service providers to the 15-21 age group.

One of the newer Operational Groups, the DV & Housing Group, has been responsible for drafting a new strategy for delivering the CCR within the housing sector which focuses upon improving service provision to DV survivors, including single women. A key plank of the strategy is the development and delivery of an extensive programme of DV Dynamics & Awareness training for housing providers. Further training will be identified and delivered by the new DV & Housing Coordinator funded by LBHF Housing Options and Shepherd’s Bush Housing Association.

The Specialist Services Group is currently developing its Strategy and has identified a number of issues in the Borough that require additional training and resources including honour based violence, forced marriage and service provision to young people aged 15-21 in abusive relationships (to be tackled jointly with the Children and Health Group). The Services Group is also responsible for diversity and tackling the needs of hard to reach groups in the Borough and is currently discussing how to address this.

It is important to note that all agencies represented in the Partnership are engaged with the process of delivery of the Action Plan and therefore responsible for ensuring that members of staff are appropriately trained to respond appropriately to domestic violence.

### 3. Delivery of the Training Strategy

In the past 10 years significant training in domestic violence has been and continues to be identified, developed and delivered (primarily but not only by STADV) across the spectrum of statutory and voluntary sector agencies in the Borough. Training has been provided (and in some cases is continuing as part of ongoing programmes) to police, court personnel, judiciary, health workers, housing officers, child and youth workers, teachers, child protection staff, community interpreters and the general community. However, it is acknowledged that there needs to be consideration given to prioritising training development and delivery.

It is the view of the Partnership that staff working in statutory or voluntary sector agencies, at all levels of responsibility should be trained to understand the dynamics of domestic violence and how DV may affect their clients. It is also generally understood that it is cost effective and good practice for all front line staff to be trained in the dynamics of domestic violence and to recognise and respond appropriately if DV is disclosed by a client, or if the worker suspects that DV may be present. A recent study in the Borough<sup>2</sup> highlighted how when health staff at one health site were trained to recognise and respond to domestic violence it resulted in increased referrals to ADVANCE, adding weight to the view that training increases workers' confidence to better support DV survivors and help make them safer.

#### 3.1 Recommended minimum of training provision in the Borough

The minimum training outlined in the table below may be provided in single agency or multi-agency courses. The table on the next page highlights desirable learning outcomes for participants. All courses (or briefings) will involve information about domestic violence and aspects of best practice for staff and managers. Some courses involve skills development (for example in risk assessment, safety planning or routine enquiry). Senior management training could take the form of short briefings (1-2 hours) that can be delivered by any staff member of STADV, not necessarily the Training Officer. The courses can be designed to meet the needs of different levels of staff, for example managers, reception staff and specialists.

#### Minimum Training

Staff level	Minimum training	Duration
<b>Senior Management</b>	• Briefing on DV Action Plan, DV Policy & Procedures (for their own agency if there is one, and relevant inter-agency policies)	1 - 2 hours
	• Briefing on Dynamics of DV / Impact of DV on clients	1 - 2 hours
<b>Supervisors and reception staff</b>	• Briefing on DV Action Plan, DV Policy & Procedures	1 – 2 hours
	• Foundation course on Dynamics of DV including information sharing / MARAC	½ day
<b>All Frontline Staff</b>	• DV Action Plan, Domestic Violence Policy & Procedures	1 - 2 hours
	• Dynamics of DV / recognising and responding / information sharing / MARAC / referral pathways	
	• Targeted training as required (e.g. risk identification, safety planning, routine enquiry)	1 – 2 days

<sup>2</sup> Zenner, D, 2009, Domestic Violence Early Intervention and Referral Services in Hammersmith and Fulham: An Evaluation)

## Learning Outcomes

Staff level	Learning Outcome
<b>Staff will know: (Including managers)</b>	<ul style="list-style-type: none"> <li>• That there is a DV Action Plan for the Borough</li> <li>• What their own agency employee DV policy is in relation to victims and perpetrators</li> <li>• Why DV happens and what the impact of DV is on their clients</li> </ul>
<b>Frontline staff will know: (Those working directly with clients, including case workers, HR and reception staff)</b>	<ul style="list-style-type: none"> <li>• That there is a DV Action Plan for the Borough</li> <li>• What their own agency employee DV policy is in relation to victims and perpetrators</li> <li>• What the dynamics of DV are, why women don't leave and the nature of risk</li> <li>• How to ask about and respond appropriately to a disclosure of DV from a client (or staff member)</li> <li>• What a MARAC is and how to refer</li> <li>• What agencies in the Borough can support their clients</li> </ul>

### 3.2 The cost of delivering and administering training

STADV has calculated that to deliver a one day 'foundation' course on the Dynamics of Domestic Violence / Good Practice for 20 people costs £1200. This works out at £60 per participant. This calculation *excludes* the cost of venue hire and refreshments but *includes* the cost of administration for each course. The STADV Training Officer and the Office Manager administer each course as follows:

- Preparation of timetable
- Managing bookings
- Preparation of materials used in training (DVDs, presentations)
- Pre and post course evaluation – analysing and writing up
- Preparation of take home packs/materials for participants, includes updating material and/or creating new materials or adapting materials specific to each training
- Booking venues and catering
- Setting up / clearing training room

It is assumed that the cost of administering a training programme for the Borough on this scale will be included in discussions about how to fund the Strategy. The training provider cannot absorb the cost of administering the full Training Plan so additional funding must be made available to ensure that all training related administration tasks can be managed effectively and efficiently.

### 3.3 Monitoring and Evaluation

The DV Action Plan is reviewed every six months and a review of the Training Strategy will be undertaken alongside this. Every course that is delivered will be evaluated and attendance on each course is centrally (at STADV) recorded. In terms of evaluating the Training Strategy, partner agency managers will be involved in monitoring the need for and impact of training as part of their role in the Delivery Group and/or Strategic Partnership. The Action Plan and its strategies contain performance indicators such as evidence of the common assessment framework being used to identify and respond to DV; reduction in repeat incidents of DV; and measures to assess the early intervention strategies such as training for midwives, health visitors, and work in schools.

### 3.4 Training Plan 2009 to 2010

The Training Plan that is currently being delivered in the Borough and shows training that will be provided by Standing Together. All of the training listed has either been delivered in the early part of the year (March and April), is planned and dates set or is in the process of being developed and negotiated. As new training priorities are identified and developed (including funding) throughout 2009-2010 the Plan will be updated.

Action Plan Strand	Training planned or in the process of being developed	Funding
<b>Services</b>	<ul style="list-style-type: none"> <li>• Deliver 'speculative' (open to all) Dynamics of DV and Good Practice Training</li> </ul>	Fee paying
<b>Housing</b>	<ul style="list-style-type: none"> <li>• Deliver Dynamics of DV and Good Practice Training to 33 Tenancy Advisors at H&amp;F Homes (2 courses)</li> <li>• Deliver Dynamics of DV and Good Practice Training to 29 Housing Managers at Notting Hill Housing Association (1 course)</li> </ul>	
<b>Healthier Relationships</b>  <b>Children, Young People and Health</b>	<ul style="list-style-type: none"> <li>• Deliver DV Awareness courses for SHO's and nurses at Charing Cross A&amp;E</li> <li>• Develop Train the Trainers course re DV Protocol at 3 health sites</li> <li>• Deliver DV Training to midwife managers and midwives at Chelsea and Westminster Hospital</li> <li>• Deliver further training for Children's Centre staff</li> <li>• Plan and pilot training for Health Visitors (DVA and/or routine enquiry)</li> <li>• Deliver the DV multi-agency Foundation Course for the LSCB</li> </ul>	
<b>Criminal Justice System</b>	<ul style="list-style-type: none"> <li>• Deliver Dynamics of DV and Good Practice Training to Police IPLDPL &amp; new officers (ongoing programme every 10 weeks)</li> <li>• Deliver DASH risk assessment training to police officers</li> </ul>	Police
<b>Diversity / Hard to reach groups.</b>	<ul style="list-style-type: none"> <li>• Deliver DV Dynamics courses for community interpreters and update Best Practice checklist for interpreters</li> <li>• Develop summary guidance on forced marriage and honour based violence for partner agencies</li> <li>• Deliver DV Dynamics and Good Practice (First Steps in Help Seeking) course to BMER community group/s and refugee community organisations</li> </ul>	

### 3.5 Additional training identified by STADV and/or Operational Groups

The table below shows development work that needs to be done, and additional areas where training would be beneficial, as identified by the Operational Groups or Standing Together. The training set out below is a combination of specific agency targeted training and multi-agency generalist training. Further work will be done to analyse the merits of both types of training.

DV Strand	Additional training identified by ST and/or Operational Groups	Funding
<b>General</b>	<ul style="list-style-type: none"> <li>• Deliver H&amp;F Employee DV Policy training for H&amp;F managers, including HR staff and Trade Union reps – this is urgent as the policy was implemented in November 2008.</li> </ul>	LBHF
<b>Services</b>	<ul style="list-style-type: none"> <li>• Plan further multi agency DV Dynamics and Best Practice training dates for 2009-10: available to all LBHF service providers (foundation level training)</li> <li>• Identify the need for and plan additional multi agency <i>skills</i> training e.g. Risk Assessment &amp; Safety Planning (advanced training)</li> </ul>	User pays
<b>Housing</b>	<ul style="list-style-type: none"> <li>• Undertake training needs analysis and set further training dates for all LBHF housing providers and               <ul style="list-style-type: none"> <li>- H&amp;F Advice</li> <li>- Out of Hours Contract Repairers</li> <li>- Hostel Managers</li> </ul> </li> </ul>	Housing providers (some training will be delivered by new Housing Coordinator)
<b>Healthier Relationships Children, Young People and Health</b>	<ul style="list-style-type: none"> <li>• Follow up DV training opportunities from 15-21 consultation with youth / adolescent workers</li> <li>• Develop 6 X ½ day Dynamics of DV training for Children’s Centre staff</li> <li>• Develop / pilot a training course aimed at GPs</li> <li>• Provide Dynamics of DV and Good Practice Training to targeted Centrepoint staff</li> <li>• Develop skills training to improve DV risk identification in use of Common Assessment Framework for the LSCB</li> <li>• Currently ‘Healthy Relationships’ training is provided to education staff and young people directly, coordinated by Children’s Services – consider including DV training here</li> </ul>	Children’s Services  PCT
<b>Criminal Justice System</b>	<ul style="list-style-type: none"> <li>• Develop DV Training for Police Sergeants</li> <li>• DV and substance abuse is an emerging issue that</li> <li>• Deliver training to PCSOs in Safer Neighbourhood Teams (with CSU L&amp;D)</li> <li>• Deliver SDVC Court users and magistrates training (currently delivered by freelance)</li> </ul>	Police

	trainer) <ul style="list-style-type: none"> <li>• Deliver the DASH risk assessment training to police officers</li> </ul>	
<b>Diversity / Hard to reach groups.</b>	<ul style="list-style-type: none"> <li>• Develop further DV Training with BMER groups (building on consultation/research done in 08)</li> </ul>	

## 4. Next steps for delivery of Training Strategy

### 4.1 Role of the Delivery Group

The Delivery Group has a critical role to play in delivering the Training Strategy as it is made up of statutory and voluntary sector partner agencies, at a level that is able to influence how priorities are set to deliver the DV Action Plan and reinforce the importance of training to improve the response to domestic violence in the Borough. As has already been pointed out, delivery of actions in the Action Plan will not be possible without a coordinated and funded plan to deliver training across all partner agencies. The Delivery Group should:

- Agree the direction and priorities of the training strategy
- Direct Managers in all agencies to respond to Training Needs questionnaire and take responsibility for identifying which staff, teams, and supervisors need to attend which course(s). It is important that the take up of training places should be strategically planned and not based on which staff are interested and put themselves forward. It would also be useful to consider nominating a single staff member with responsibility for domestic violence training – their role would be to communicate training opportunities to staff and training needs/issues to Standing Together.
- Receive a report from Standing Together twice per year informing of progress and outcomes of the Training Strategy, and feedback from courses.
- Receive feedback from the Operational Groups about progress on training delivery and amendments to the Training Strategy.
- Report to and make recommendations to the Strategic Partnership.

### 4.2 Role of Standing Together:

Standing Together has a role from the outset to ensure that the Training Strategy is implemented and will also:

- Send out and analyse the training needs questionnaire
- Report back to Delivery Group with timetable for delivery of training
- Design and deliver the majority of the courses, working with co-presenters/co-trainers from within agencies as appropriate
- Liaise with LSCB and Learning & Development and training managers in the partner agencies
- Identify and brief high quality freelance trainers
- Investigate the take-up of training offered to all partner agencies and development work initiated to reinforce the importance of DV awareness to delivering effective services to women and children in LBHF.

- The Strategic Partnership have requested that the training identified in the table on the previous page be assessed against funding available and what is at risk of not being delivered due to funding constraints. This will be examined by Standing Together and reported to the Strategic Partnership in December 2009.

### **4.3 Funding**

All partner agencies are clear that increasing the skills and building capacity of staff is a genuine cost to their organisation, and that in terms of domestic violence, delivering outcomes in the Action Plan is dependent upon well trained staff delivering good practice within partner agencies. At the June 2009 meeting the Strategic Partnership considered two options for funding the current (and future) Training Plan and agreed the funding option set out below.

#### **Recommendation for funding the Training Strategy**

Each course would be commissioned by each agency or partnership (this is how it currently works for LSCB, Housing, Police etc). It would be necessary to have a commitment at the beginning of each year so that STADV can plan the training schedule properly and also commission other trainers with enough warning and enough work to make it worth their while to be available to Standing Together. In this option, significant coordination is required as the administration costs (including venue hire, refreshments) would be paid for/provided by the agency commissioning training. In the case of multi agency courses the cost per head of delivering trainers and materials (not venue) should be met by each agency.

This option effectively means that STADV is commissioned to coordinate delivery of the entire Training Plan,. STADV has committed to funding a part time position to coordinate and support the development and delivery of training. STADV has the role of ensuring that nominated staff members attend the courses and reporting back to partner agencies.

### **4.4 Conclusion**

It is clear that there is significant commitment in the Borough to improving knowledge and practice around domestic violence. STADV have been delivering training to the Borough's DV Action Plan since March 2008 and this Training Strategy reflects the work that has been undertaken since then, is currently underway or planned. There is a clear and workable structure for coordinating the response to domestic violence in LBHF that now enables the implementation of this Strategy. There are multi-agency partnerships from the highest strategic level through to operational groups implementing work plans at grass roots level. The partners involved in the CCR worked together to develop the Borough's DV Action Plan and there is considerable commitment to now delivering outcomes set out in the Action Plan.

This Training Strategy has made the case for how integral training is to delivering the Action Plan outcomes and now is the time to make forward looking decisions about how this will be achieved.

### **4.5 Review process**

It was agreed by the Strategic Partnership that STADV would monitor training delivery and demand in LBHF and provide progress reports twice yearly (June and December) to the Partnership. These monitoring reports will provide data to the Partnership about what training was delivered, numbers from each agency attending, 'no-shows', cancellations and requests for training. The Strategic Partnership have committed to addressing issues arising from these monitoring reports and ensuring that the Training Strategy is implemented and updated.

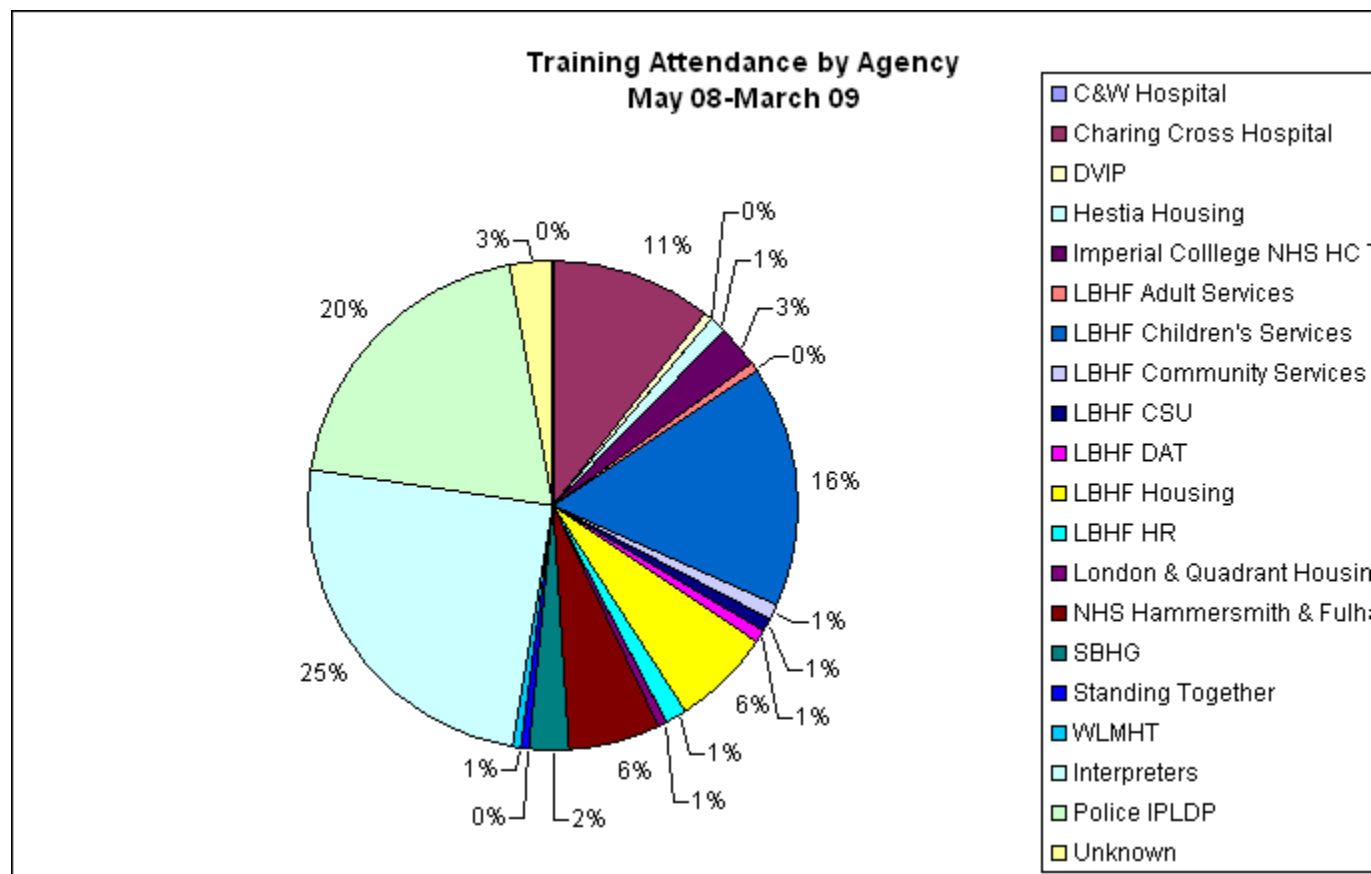


**Appendix 1: Agencies undertaking Training May 2008-March 2009**

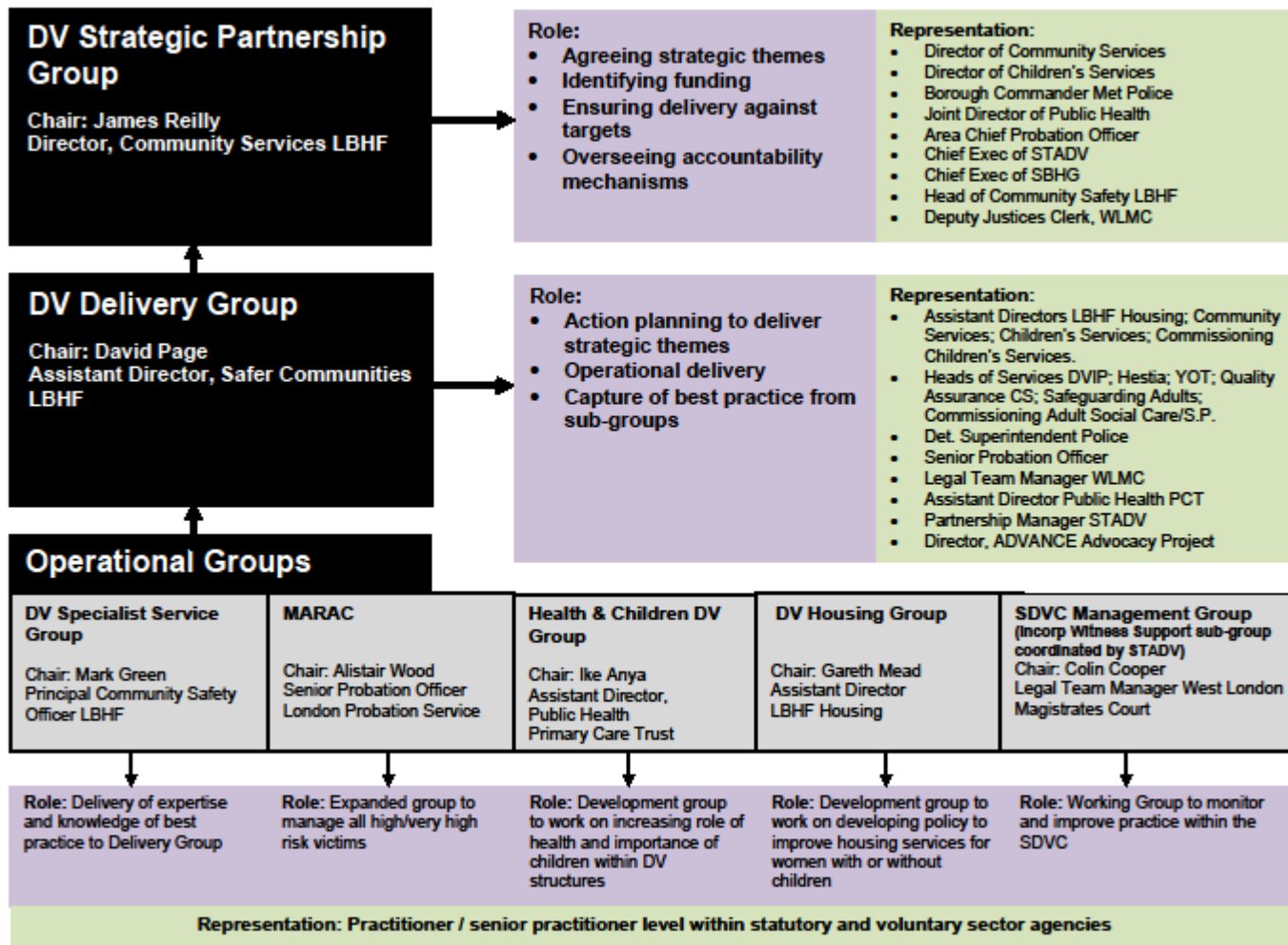
**Agencies at Training**

**May 2008 - March 2009**

<b>Agency</b>	<b>No. Attended</b>
C&W Hospital	1
Charing Cross Hospital	26
DVIP	1
Hestia Housing	3
Imperial College NHS HC Trust	7
LBHF Adult Services	1
LBHF Children's Services	39
LBHF Community Services	3
LBHF CSU	2
LBHF DAT	2
LBHF Housing	16
LBHF HR	3
London & Quadrant Housing Trust	2
NHS Hammersmith & Fulham	15
SBHG	6
Standing Together	1
WLMHT	2
Interpreters	61
Police IPLDP	49
Unknown	7



## Co-ordinated Community Response – Hammersmith & Fulham



### Appendix 2 CCR Structure

**Appendix 3 – DOMESTIC ABUSE TRAINING NEEDS MATRIX FOR HAMMERSMITH & FULHAM AGENCIES**

Type of courses	Trainees	Current position		Training needs 2008-10			Links to own agency & partnership objectives	Training length & funding (total for all course types)	
		Current policy/guidance on DV for staff/managers?  Yes/ No	Has your staff been trained on DV? Approx. numbers for each type of course	Who needs training in 2008-10? (staff and/or managers)  At what level (basic, intermediate, advanced)  Indicate approx. numbers for each type of course (1 to 7)	Basic	Interm.		Advanced	Length of training your agency could accommodate. Indicate overall total number of courses of each duration (A to D)
<b>1. Domestic Abuse Awareness &amp; Good practice</b>	Staff							<b>A) Short briefings 1.5 hrs</b>	
	Managers								
<b>2. Disclosure &amp; Safety Planning tools for victims &amp; children</b>	Staff							Total:	
	Managers								
<b>3. DV Risk factors &amp; risk assessment</b>	Staff							Total:	
	Managers								
<b>4. Safeguarding children &amp; non-abusive parents</b>	Staff							<b>C) Full day courses, 6.5 hrs</b>	
	Managers								
<b>6. Interventions &amp; prevention with perpetrators</b>	Staff							Total:	
	Managers								
<b>5. Multi-agency DV protocols &amp;</b>	Staff							<b>D) Training of Trainers courses (4 days)</b>	

<b>agreements</b> (MARACs, DV Courts, Advocacy)	Managers							<b>Total:</b>	
<b>7. Single agency DV policy/ guidance development</b>	Staff								
	Managers								

**Explanatory Notes about the courses, levels etc**

**Course 1 title**

This is a foundation level course and it is essential that those who want to go on to attend other modules attend this course, or have attended an equivalent course in the past two years

**Course 2 title**

**Course 3 title**

**Course 4 title**

**Course 5 title**

**Course 6 title**

This course is ....

It is not intended as a substitute for the Caada MARAC training

**Course 7 title**

**Course 8 title**