

Portsmouth Domestic Violence and Abuse Strategy - 2020-2023

November 2019

Section A

Introduction

Discussions at the Safer Portsmouth Partnership on 13th December 2018 and again at the Domestic Abuse Steering Group in early 2019 suggested a review of services and resources in relation to domestic abuse would be helpful and timely.

It was subsequently agreed in discussion with Children's Services Directorate Management Team¹ that a swift, light touch review of services across the city was the preferred option with an initial deadline of end of May 2019. However, as work progressed, and partners have engaged with the process, the need to deepen and broaden the scope of the review has become clear. The original scope was extended to enable a complete refresh the strategy approved in 2017.

Legislation and research update

During the development of this strategy the **Domestic Abuse Bill** is in the early stages of the parliamentary process. The Bill considers establishing a legal definition of domestic abuse. This strategy is guided by the current definition² but can be amended if the Bill is passed in the new parliament. Of the nine measures identified in the Bill, the prevention requirements include:

- introducing a new Domestic Abuse Protection Notice/Order to further protect victims and place restrictions on the actions of offenders can be made not only by the police but also by the victim, specialist agencies and other third parties at the discretion of the court
- place the guidance supporting the Domestic Violence Disclosure Scheme on a statutory footing
- ensure that, where a local authority, for reasons connected with domestic abuse, grants a new secure tenancy to a social housing tenant who had or has a secure lifetime or assured tenancy (other than an assured short hold tenancy), this must be a secure lifetime tenancy

Central government launched several other significant consultations in relation to **serious violence** and accommodation related support for those suffering domestic abuse. The Safer Portsmouth Partnership has formally responded to the serious violence consultation and the Domestic Abuse

¹ Feb 11 2019

² <https://www.gov.uk/government/news/new-definition-of-domestic-violence>

Steering Group submitted its response to the Ministry of Communities, Housing, and Local Government consultation on **accommodation based provision for victims of domestic abuse**. The Ministry of Justice is also consulting on the best way to **support victims**.

From September 2020 it will be compulsory for secondary schools to deliver **sex and relationships education** and all schools relationship education.

Although research on the impact of **adverse childhood experiences** (ACEs) has been used in recent months to highlight the impact of domestic abuse on young people, the early help needs assessment process will balance this risk factor with levels of resilience.

Research in Portsmouth has shown that only about 5% of those who use unhealthy or abusive behaviours are offered support.³

Vision and ambition

This strategy aims to make sure that

- Everyone in the city - especially young people - understand what a healthy relationship looks like
- Everyone in the city know where to get the right support for their needs
- That professionals understand both the presenting and underlying needs of adults and families struggling with unhealthy or abusive relationships
- That there is a clear measurable, process to access the right support and that support is provided for as long as required in order to keep adults, children and families safe
- That those who use coercive control, unhealthy or abusive behaviour are held to account and supported to change insofar as this is possible.

Section B

What is the data telling us? Understanding demand for domestic abuse services

The 2017 Office of National Statistics (ONS) report⁴ found only 46% of domestic abuse was reported to police nationally, so the local level of demand is also likely to be an underestimate. Recent increases in the number of domestic incidents and crimes recorded by police in Hampshire will also be affected by the impact of the 2018 crime data integrity inspection (HMIC⁵). Given this level of under-reporting and the recording issues highlighted in the HMIC report, it is difficult to assess the level and patterns of need in the city with any real accuracy.

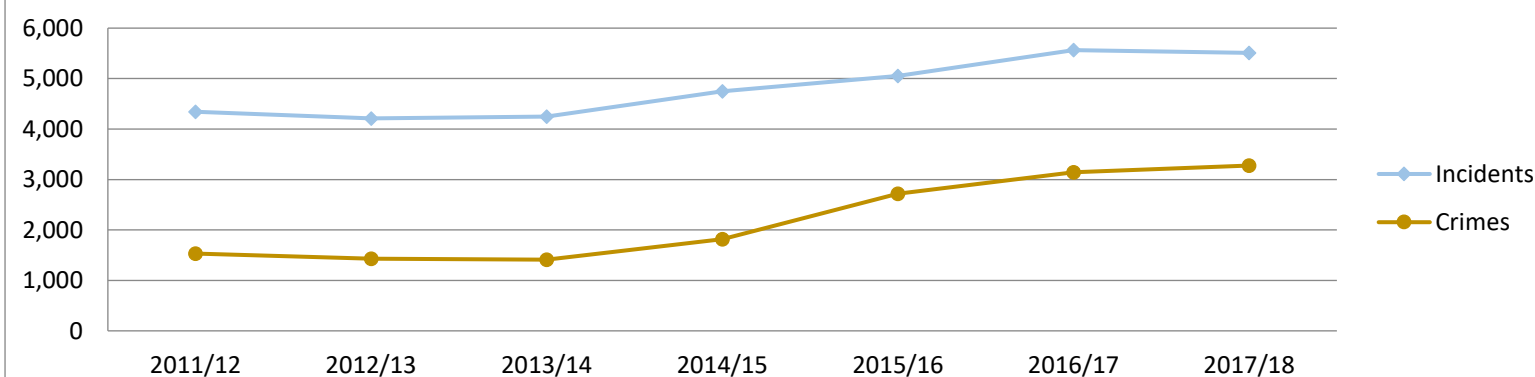
³ S. Graves February 2019 'Are we successfully engagement repeat victims/survivors and perpetrator of domestic violence and abuse?'

⁴ Page 4 (download in PDF) <https://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/bulletins/domesticabuseinenglandandwales/yearendingmarch2017>

⁵The 8.7 percent of reported crimes that go unrecorded include violence and domestic abuse offences. <https://www.justiceinspectorates.gov.uk/hmicfrs/publications/hampshire-constabulary-crime-data-integrity-inspection-2018/#violence-against-the-person>

The best estimates of prevalence are from the Crime Survey for England and Wales and police recorded incidents and crimes. As well as reporting to the police, domestic abuse can be disclosed to friends and family or reported to professionals, such as social workers, housing officers. We know also that domestic abuse is complex and dynamic; it is sometimes challenging to differentiate between the 'victim' and 'perpetrator'. The most recent Crime Survey for England and Wales (CSEW) estimated that 7.5% of women and 4.3% of men aged 16 to 59 had experienced DVA in the last year.⁶ This equates to approximately 4,860 women and 3,040 men aged 16-59 in Portsmouth or a total of **7,900 victims** of DVA in 2016/17.⁷ Nationally just over half the CSEW estimate were reported to Police (n1,068,020), but in Portsmouth the rate of reporting is higher with 5,508 incidents reported to the police, 59% (n3,276) of which were recorded as crimes. About a quarter of these will be repeat incidents, so there will be more victims than perpetrators. Numbers have increased steadily since 2013/14 (see figure 1). This may be due to improved reporting.

Figure 1: Domestic abuse incidents and crimes reported to the police in Portsmouth from 2011/12 to 2017/18



Data from support services also provides good information about risk and some information about the needs of clients that do seek help or are referred.

We also know that:

- Just under **20% of Multi-agency Safeguarding Hub contacts** involved evidence of domestic abuse.⁸
- Domestic abuse was noted as factor in **65% of child protection conferences, 47% of repeat referrals to Children's Social Care and 40% of children taken into care had DVA as an issue in 2017/18.**⁹

⁶ Office for National statistics (2017). *Statistical Bulletin: Domestic Abuse in England and Wales: Year ending March 2017*. Retrieved from: [file:///C:/Users/csf151/Downloads/Domestic%20abuse%20in%20England%20and%20Wales%20year%20ending%20March%202017%20\(1\).pdf](http://C:/Users/csf151/Downloads/Domestic%20abuse%20in%20England%20and%20Wales%20year%20ending%20March%202017%20(1).pdf) and most recently <https://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/bulletins/domesticabuseinenglandandwales/yearendingmarch2018>

⁷ Using ONS mid 2017 estimate, retrieved on 25/09/18 from:

<https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/datasets/populationestimatesforukenglandandwalesscotlandandnorthernireland>

⁸ SPP *Domestic Abuse: Measuring Success Performance Report - Q4 2017/18*

⁹ Data from Children's Social Care

- The impact of domestic abuse on very young children is often under estimated and the impact on school age children could affect their ability to achieve.¹⁰ **Low educational attainment and insecure family environments are risk factors for young people** in relation to entering the criminal justice system.
- Research has found that the single biggest predictor for children becoming either perpetrators or victims of domestic abuse as an adult is whether they grew up in a home with domestic violence.¹¹
- Only a small proportion of those experiencing (and/or reporting) repeat incidents of domestic abuse receive a support from specialist services - approx. 60% of victims and only 5% of perpetrators.

More detailed analysis on domestic abuse can be found in the community safety strategic assessment (<https://www.saferportsmouth.org.uk/wp-content/uploads/2018/07/Strategic-Assessment-2016-17-web-version.pdf>)

Section C - Are existing services making a difference?

The data gathered from current specialist services is limited in the city - as it is across the UK¹² - and 'success' looks different for different people so it is hard to measure in raw numbers whether existing services are making a difference to the lives of service users.

The existing 'Measuring Success' report, presented regularly to the DA Steering group, generally measures/monitors improvements to service capacity and efficiency rather than outcomes. The only metric collected regularly since 2013 that demonstrates a generally positive difference is the level of risk assessed at the beginning of contact with the specialist Portsmouth IDVA Project (previously EIP) compared to the risk level when a case is closed or referred on. The data shows that since 2013/14 this service has helped clients reduce their risk by approx. 70% rising to 82% in 2017/18. We also know from exit interviews that 94% of clients supported by Portsmouth IDVA Project (formally EIP) report a positive experience, 77% felt safe after working with the service¹³. A revised evaluation and performance framework is required going forward.

Raising awareness

The 'Is this Love?' awareness raising communications campaign has been delivered across the city since 2011/12. Based on an original Home Office campaign, 'Is this Love?' has several different strands targeted at different groups at different times during the year based on local research and analysis. For example, we know incidents of domestic abuse usually increase over the summer holidays and over the Christmas period. Posters targeted at friends of those suffering domestic abuse have been used during this period every year. In 2014 the campaign was redesigned and targeted at school age children to help them recognise and avoid unhealthy relationships. It was delivered in schools by the Public Health

¹⁰ Byrne & Taylor (2007) *Children at risk from domestic violence and their educational attainment: Perspectives of education welfare officers, social workers and teachers.*

¹¹ Unicef 2006 *Behind Closed Doors: The impact of domestic violence on children.*

¹² There is such disparity across local authority areas in relation to recording domestic abuse that, research in 2016 on behalf of the Local Government Association had to use the number of incidents to assess costs to local authority services.

¹³ Service user feedback from Sharon Furtado - cases closed between x and x - 95 contacted, 33% response rate (31 responses) - 71% strongly agree, 23% agree

team on or around Valentine's Day in previous years. Currently, however, 'Is this Love?' materials are provided to schools who deliver the assembly themselves.

The evaluation undertaken in 2019 for this review aimed to:

Assess awareness of the campaign in schools

- Identify how useful pupils and teachers find the campaign
- Determine whether pupils have changed behaviour as a result of the campaign
- Obtain suggestions and feedback with the view of improving the campaign

Ten secondary schools and colleges returned 1,238 self-completed questionnaires. The main findings were as follows:

Where participants answered the questions¹⁴:

- 63% (n645) said that the campaign had helped them recognise unhealthy behaviours,
- 31% (n333) said they would change their own behaviour
- 52% (n541) said they would challenge someone else's behaviour, and
- 74% (n794) felt they now knew where to get help for themselves or a friend.

The last question asked respondents to provide information about how the campaign could be improved. Only 13% (n161) of the respondents made any comments. In addition to raising awareness of the campaign, the key comments suggested that they would like:

- more real life examples of relationships
- guest speakers
- more information/contact numbers to get support
- to have a dedicated lesson in school on this campaign using PHSE
- more use of YouTube/Video
- for us to understand the target audience better, in particular to make it more relevant as many younger students who weren't in a relationship did not feel the campaign related to them

¹⁴ % may not reflect total number of questionnaires as some individual questions were not answered.

Individual needs assessment

Risk levels are assessed systematically using the Domestic Abuse Stalking and Harassment (DASH check list) to identify immediate risk levels and support referrals to appropriate services. Support is delivered in the context of this assessed risk, and tailored to each client. However, the needs of those experiencing domestic abuse vary widely - counselling, re-housing, target hardening, legal protection, refuge provision, enforcement options and those couples who want the unhealthy behaviours to stop and the relationship to continue - and are not assessed in a systematic way across specialist services. Whilst Portsmouth's Early Help Assessment has been adapted and is used by the Portsmouth IDVA project, different needs assessment processes are used by Stope Domestic Abuse and Up2U.

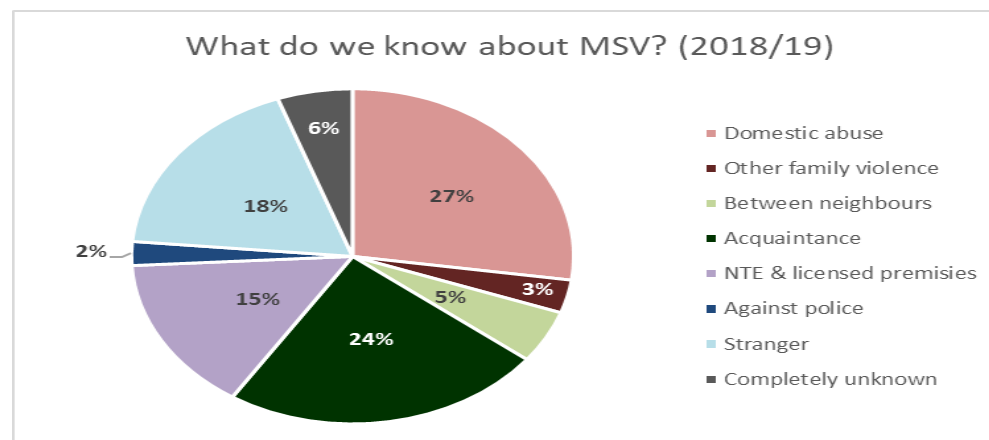
Focus on those who use "unhealthy or abusive behaviours"¹⁵

Previous reviews of domestic abuse services identified a significant gap in services for perpetrators of domestic abuse. Developing new services has highlighted the importance of understanding the difference dynamics of domestic abuse including co-abuse and the use of learned unhealthy behaviours and the need to use different, more restorative language when working with these clients. The new service - Up2U - has focused on raising external funds to develop and sustain delivery. It is important that this new approach is carefully monitored and evaluated in order to sustain funding.

Police have also shifted their focus to dealing more effectively with those who use coercive control and violence. Hampshire Constabulary is piloting a "high harm" team in Portsmouth to focus on those who present the greatest risk in relation to:

- Most serious violence (MSV) of which 27% is domestic violence (see pie chart)
- Domestic violence and abuse¹⁶
- Knife crime (associated with drugs and county lines)

The team and terms of reference are still in development so this is a good opportunity to ensure partners are involved from the outset in developing a multi-agency response to support police activity.



¹⁵ Using the term 'unhealthy or abusive behaviours' as an alternative to 'perpetrators' is not designed to minimise the harm caused, simply facilitate meaningful engagement with individuals

¹⁶ Other domestic violence offences not recorded as 'most serious violence'

Section D - Current specialist services

Appendix A identifies the support currently available in the city which includes:

- Specialist commissioned services across partner agencies
- Specialist grant funded services
- Added value from both the voluntary sector and statutory partners.

Commissioned services:

- Portsmouth Independent Domestic Violence Advocate (IDVA) Project - provides support to victims assessed at high risk and provided by Portsmouth City Council
- Stop Domestic Abuse - provides refuge provision, outreach for victims assessed at medium risk and support for children
- Victim Care Service (previously Victim Support) - now commissioned by the Office of the Police and Crime Commissioner (OPCC), provides support to victims assessed at standard risk
- PARCS¹⁷ - commissioned by Portsmouth City Council provides counselling for victims of sexual violence and domestic abuse

Grant funded services:

- A variety of victim services have generated income from a variety of grant options including the OPCC, central government and other funders (i.e. Big Lottery)
- Services for those who use unhealthy or abusive relationships are provided by:
 - Hampton Trust who are commissioned by the OPCC to deliver Operation Car across Hampshire and the Isle of Wight; two sessions to raise awareness of domestic abuse as part of a conditional caution
 - Up2U which delivers interventions to adults who accept they use unhealthy or abusive behaviours and want to change
 - The Community Rehabilitation Company delivers Building Better Relationships (BBR) group provision and 1-2-1 support creating safer relationships to those convicted of intimate partner violence.

Added value from the voluntary sector and other partners:

- A variety of other provision is provided by the specialist domestic abuse services who work in the city

¹⁷ Portsmouth Abuse and Rape Counselling Service

- Voluntary sector partners and statutory agencies support victims through their core delivery (e.g. midwives, health visitors, substance misuse services, housing etc.)

The financial challenge

Total cost of current specialist provision:

Portsmouth City Council	755,759
Police and Crime Commissioner (some provision includes Hampshire)	382,455
Additional time limited grant funding for a range of services	949,514
Total	£2,087,728

Research tells us that early intervention with both victims and perpetrators saves lives and money. Funding these services with reducing council budgets and time-limited grant funding continues to provide financial challenge. Funding has been inconsistent, short term and sometimes lacks co-ordination. We do not anticipate increases in funding for local authorities and the majority of grant funding identified above ends in March 2020 or 2021. The level of investment in services is therefore a key issue. The development of the 'family safeguarding model' has already secured some additional funding but the remodelling existing services around our clients is still a pressing priority.

Section E - What do professionals and commissioners say?

Two half day multi-agency workshops were held in March and May 2019 to undertake a 'pathway analysis' of current domestic abuse services and processes. Practitioners identified the key issues set out below each of which has been including in the priorities set out on page x (priority in brackets):

1. Need to re-design performance reporting to focus on effectiveness of services and positive outcomes for clients and their children (priority E).
2. Develop regular multi-agency audits to understand how well we are delivering services (priority E)
3. Redesign services around client/family need rather than 'perpetrators' and 'victims' (priorities B and C)
4. Develop information about services for perpetrators how the referral pathway works (priorities B and C)
5. Applying a tiered approach similar to children's services can be helpful to understand range of service provision but less so in reflecting the dynamics of domestic abuse
6. Review the resourcing and processes associated with MARAC and undertake analysis on the current MARAC outcomes (priority E)

7. How effective is the DASH as a tool for assessing risk and identifying need? What other tools could be used? (priority B)
8. More clarity needed in relation to service provision and referral pathways in the city, and to refresh these with the workforce regularly (priority B)
9. Suggested newsletter-type communication quarterly - brief summary of services, any changes, include data on what's happening in Portsmouth (priority B)
10. Establish a professional network - meet regularly - to share information, practice and problems (priority B)
11. Explore single point of access, whether that be the MASH or another mechanism similar to PIPPA (<http://www.pippasouthampton.org/>) (priority B)
12. Establish a perpetrator task and finish group to develop clear pathway and information sharing re single list of perpetrators for multi-agency focus (priority B)
13. Map services available to perpetrators and develop evaluation framework for Up2U and other perpetrator programmes (priority C & D)
14. Improve information sharing between police, community rehabilitation company and local authority including use of police community partnership intelligence reports (priority C & D)
15. Develop an agreed understanding of risk levels for perpetrators, understand the numbers and develop a multi-agency process for responding to risk and need (priority C & D)

Section F - Priorities for improvement

With a better understanding of demand, client need, and the views of professionals above, we have identified five priorities for improvement.

- A. Promote healthy relationships
- B. Improve identification and assessment
- C. Challenge and support those who use abusive or unhealthy behaviours
- D. Hold to account those who use coercive control and violence
- E. Improve performance monitoring, quality assurance and workforce development

Delivery Plan

The delivery plan will be monitored by the Domestic Abuse Steering Group. All actions should be completed within 12 months unless otherwise stated. Final measures will be included in the new performance framework to be developed after ratification by the Health and Wellbeing Board.

Priority A: Promote healthy relationships

Objective	Action	Suggested measure	By Whom	By When
Influence the development of sex and relationship education implementation	Offer advice and guidance to schools in developing the new PSHE framework	All schools reference a high quality framework on their school website. % of children 6-16 receiving sex and relationship education	Chantalle Knight (Public Heath)	Sept 2020
Refine and re-target the 'Is this Love Campaign'	Use evaluation findings to re-design/target campaign	Add Tell Us survey question	Sam Graves	November 2019 -February 2020
	Explore sponsorship for dedicated delivery in schools	You Tube and Instagram presences	Lisa Wills	
Improve identification in early help services Athena (midwives) and ECHO (health visitors)	Work with Early Help to ensure questions asked about unhealthy behaviours/relationships recorded and appropriate action taken	Audit findings - and risk reduction Number of referrals to specialist services Number of midwives and health visitors acting as lead professionals?	Kate Slater, Tina Spears, Helen Bland	October 2020
Review agency processes so that workers feel empowered to call planning meetings to resolve difficulties	Develop and support the leadership skills of individual professionals to work with adults to work more closely	Support/training provided	Alison Lawrence (PSAB) and Bruce Marr	

Objective	Action	Suggested measure	By Whom	By When
	together where there are no children in the family			
Raise awareness of 'Right to know'/'Right to ask'	Include in 'Is this Love'? and work with Police to raise awareness	Increased number of requests - monitored quarterly	Dee Hutchinson (police staff) and Alice Dickson	October 2020
Mandatory multi-agency training for all public services in Portsmouth	Work with Health and Wellbeing Board to map training across CRC/Solent and develop proposal	Analysis of training data completed and programme of multi-agency training in place for 2021	Lisa Wills	October 2020
Reduce parental conflict	Roll out restorative practice and online training for Early Help staff		Kate Slater	

Priority B: Improve identification, assessment and safety planning

Objective	Action	Suggested measure	By Whom	By When
Ensure NHS and other health services actively identify signs and symptoms and respond appropriately to disclosures of domestic abuse	Develop regular audit of health services including GP surgeries	Increased no. of referrals from health services Paper to H&WBB executive re GP referrals.	Chair - Domestic Abuse Steering Group (Bruce Marr/Lisa Wills)	
Shared city wide individual needs assessment and planning process when children are not involved	Gather all current assessments and review Draft documents and consult with practitioner network	New assessment document adopted and embedded	Chair - Domestic Abuse Steering Group - Sarah Daly	Dec 2020
Clear pathways depending on level of risk and need	Workshop to share new processes and practice	See priority C & D)	Ch. Insp Louise Tester	

Objective	Action	Suggested measure	By Whom	By When
Explore single point of access	Understand Southampton and Hampshire models	Paper to DA Steering Group	Chair - Domestic Abuse Steering Group	Dec 2019
Sustain and develop outreach and IDVA services for victims and perpetrators with local or external funding			Sarah Daly/Bruce Marr	
Review MARAC including business support.	Establish task and finish group to oversee review including detailed analysis alongside findings from police High Risk Domestic Abuse - HRDA)	New process in place	Rhi Stones/Teresa Darville/Lisa Wills/Hayden Ginns	September 2019 - Feb 2020

Priority C: Challenge and support those who use abusive or unhealthy behaviours

Objective	Action	Measures	By Whom	By When
Develop Family safeguarding ¹⁸ model (mental health, sub misuse and domestic abuse)	Recruit domestic abuse specialist workers Establish outcomes from Up2U Family intervention Embed Up2U Family Intervention in Children's Social Care Localities and Early Help and Prevention	Reduction in number of children in need re DA Reduction in Child Protection Plans where DA is an issue Increased levels of reunification Reduction of risk for adults	Sarah Daly (Bruce Marr/Rachel Roberts/Adam Shepherd/Amanda Haylock)	

¹⁸ The new family safeguarding model involves the recruitment of specialist practitioners into the existing Children's Social Care Locality Teams (mental health, substance misuse and domestic abuse) to support children's social workers with parents who have complex needs and whose children are open to Children's Social Care.

Objective	Action	Measures	By Whom	By When
Op Cara (awareness raising programme - not behaviour change)	Establish status of programme and measures of success	Reduction in call outs/arrests re DA Reduction in number of repeat perpetrators	Lisa Wills work with police	
Up2U Creating Healthy Relationships - understand impact and sustainability - funding ends March 2020	Work with Stop Domestic Abuse to develop performance measures that demonstrate the value of sustaining the Up2U service.	Number of referrals Numbers starting and completing programme Reduction in repeat referrals to Children's Social Care where DA is the primary feature Reduction of risk Reduction in police recorded incidents Gather feedback from partners	Czarina Jacobs/Sam Graves/Lisa Dowry	January 2020
Explore models of interventions with perpetrators that support victims remaining at home, including temporary accommodation	Work with landlords (inc. local authority) to explore temporary accommodation and 'Amber House'.	More victims remaining at home where it is safe	Lisa Wills/Bruce Marr/Alison Cloutman (Housing)	

Priority D: Hold to account those who use coercive control and/or violence

Objective	Action	Measures	By Whom	By When
Increase use of Domestic Abuse Prevention Notice/Orders ¹⁹	Police and other bodies will be able to apply post DA Act.	Increase number of DAPN/Os	Insp. Louise Tester	

¹⁹ The Domestic Violence Protection Notice will change to the Domestic ABUSE protection notice is the DA Bill is passed into law - estimated

Objective	Action	Measures	By Whom	By When
(DAP Notice is pre-court up to 72 hours, DAP Order used as after court action)				
Support therapeutic recovery for victims - counselling and key work	Make sure funding is available to sustain service.	New contract awarded	Bruce Marr	March 2021
Consistent police response to coercive control and violence.	<p>Understand police enforcement options and new processes</p> <p>Understand terms of reference for new High Harm teams and develop a multi-agency response</p> <p>Work with police to improve recording of positive action and arrest/positive action</p>	Establish once process in place - should include reducing in number of repeat perps	Insp. Louise Tester/Lisa Wills	July 2020
Share information regularly on perpetrators to enable more collaborative working		Lists/names shared securely between police and specialist services	Insp. Louise Tester/Bruce Marr	
Increase arrest rate and conviction rate	<p>Increase coverage of DA Car to support victims</p> <p>Use body-worn video to gather evidence</p> <p>New police process - all medium risk referrals to commissioned services.</p>	Monitor introduction of new process	DCI Nic Heelan	
Prevent perpetrators assessed as standard risk from escalating	Analyse data to understand % of clients who go on to become med or high risk	Number of standard risk clients going on to be assessed as med or high	Sam Graves/Alice Dickson	

Objective	Action	Measures	By Whom	By When
		risk - what causes escalation?		

Priority E: Improve performance measures, quality assurance and workforce development

Objective	Action	Measures	By Whom	By When
Develop robust commissioning measures and performance measures in line with changing requirements from central government	Engage and respond to MHCLG consultation Respond to DA Bill Work with OPCC on increased joint commissioning	Framework in place and regular reports to H&WBB	Bruce Marr/Lisa Wills OPCC	TBC
Develop new measures of success including on-going programme of service user interviews providing real time feedback on service quality including the voice of the child	TBC - once interviews with service users complete. Agreement from DA strategic group on new measures - see G below	Report to DA Steering Group	Hayden Ginns/Lisa Wills/Sam Graves	Oct 19
Develop multi-agency audit programme	Work with health and other partners on process similar to existing programme in Children's Social Care (sub group to meet 6 monthly to review cases?)			
IT development to accommodate changes to MARC processes (post review)	TBA - post MARAC review (see Priority D)		Bruce Marr/Rachel Roberts	

Objective	Action	Measures	By Whom	By When
Develop practitioner forum and/or develop quarterly communication with practitioner's	Link to development of quarterly locality Network meetings to encourage practitioners from different agencies to develop their relationships for the benefit of clients.		Kate Slater/Lucy Rylatt	
Improve and sustain multi-agency training	Work with Learning and Development to make DA training mandatory for (all?) council staff.			

Section G - Governance and accountability

The Health and Wellbeing Board will approve the new strategy and implementation will be monitored by the Domestic Abuse Steering Group.

A new performance framework will be developed and will take account of the difference between measures of success for professionals (which are often driven by system conditions) and for clients actually experiencing domestic violence and abuse. The framework will include headline outcome indicators, process indicators and measures that will help to understand demand for services.

We aim to develop performance measures using the following criteria:

- Relate to purpose from the client's point of view
- Are used by leaders to take effective action on the system
- Show variation over time so we can see if we are improving or getting worse
- Help PR actioners to learn, understand and improve the whole system