



Angus Violence Against Women Partnership

Annual Report
2020 – 2021



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Independent Chair Foreword for AVAWP Annual Report 2020-2021

As Independent Chair of the Angus Violence Against Women Partnership (AVAWP), I am delighted to present the Partnership's first ever Annual Report covering the period 2020 - 2021.

The Report documents the work of the multi-agency Partnership over this period and I am very much indebted to all members of AVAWP who continually endeavour to deliver key and vital services, advice and support to women and girls in Angus who are unfortunately affected by various forms of Gender Based Violence. This work can often be very challenging and resource intensive however it is very clear that all involved in providing assistance to women and girls are highly professional and dedicated in their work and continually strive to support victims in a variety of different and effective ways.

The collective Partnership has worked tirelessly to meet the objectives set out in the 2018-2021 AVAWP Strategic Plan and specific details of this work are summarised in this Report. I am happy to report that the vast majority of the Plan's objectives have indeed been achieved.

The subsequent AVAWP Strategic Plan covering the period 2021 – 2023 provides an excellent framework for the Partnership' priorities to be further progressed and I am very confident that the Partnership has a relevant, cohesive and ambitious strategy moving forward to address the continuing but unacceptable level of all forms of Gender Based Violence that women and girls unfortunately continue to experience.

Ewen West

Independent Chair
Angus Violence Against Women Partnership.



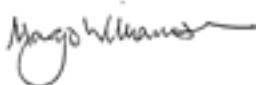
Chief Officer's Response

We are very pleased to receive the first annual report for the Angus Violence Against Women Partnership (AVAWP) covering the period of 2020-21.

We note the significant increase in Gender Based Violence (GBV) activity across Angus over the past year and the impact that covid-19 restrictions have had on frontline services. We are confident that the Angus Violence Against Women Partnership will continue to ensure the protection of our most vulnerable women and girls is consistent, prioritised and fully included as we further develop our Protecting People identity. We continue to be encouraged by the commitment, hard work and professionalism of all agencies across Angus in delivering high quality services in what is often difficult, demanding, and challenging circumstances. We also recognise the importance of early intervention and perpetrator support in ending Gender Based Violence across the Angus community.

The Violence Against Women Partnership members are motivated and committed to driving forward best practice at both a strategic and operational level and welcome the scrutiny and challenge that Mr West, the Independent Chair offers.

Margo Williamson
Chief Executive
Angus Council



Claire Pearce
Executive Director of Nursing
NHS Tayside



Phil Davison
Chief Superintendent
Divisional Commander
Tayside (D Division)



Introduction

This is the first Annual Report by the Angus Violence Against Women Partnership (AVAWP) and will cover the period April 2020 – March 2021. This Report describes and highlights progress towards the outcomes described in the Strategic Plan for 2018 – 2021 and includes a summary of the work of AVAWP and its subgroups, the outcomes from this work and priorities for the year ahead. As this is the first Annual Report, some reference is made to areas of work prior to April 2020 to set the scene of the development of AVAWP and link to the work contained within the Strategic Plan.

The National Context

Equally Safe is the joint strategy of the Scottish Government and The Convention of Scottish Local Authorities (COSLA) for preventing and eradicating violence against women and girls. The vision of Equally Safe is



"A strong and flourishing Scotland where all individuals are equally safe and respected and where women and girls live free from all forms of violence and abuse – and the attitudes that help perpetuate it".



Angus Violence Against Women Partnership (AVAWP) is the multi-agency forum to deliver on Equally Safe at a local strategic level. No single partner alone has the resource, skill or reach to achieve the aims of Equally Safe and it is only through strong partnership working that this can be achieved.

The National Violence Against Women Partnership Guidance is designed to promote an effective and strategic approach to reducing violence against women and girls, its negative impact on individuals and communities and support local partnerships to develop effective local strategies and activities, in keeping with Equally Safe to tackle violence against women and girls in all its forms. The guidance notes 6 minimum standards that Local VAWPs are expected to work towards and identifies the core activities that all VAW partners will be expected to undertake. These are:

Minimum Standards

1. Every local authority area in Scotland should have a VAW Partnership in place that is responsible for working to prevent and eradicate all forms of violence against women and girls within that local area.
2. VAW Partnerships should bring together the key public sector and third sector organisations working to prevent and eradicate violence against women and girls within the local area
3. Every VAW Partnership should have Terms of Reference for their group.
4. Every VAW Partnership should have a Strategic Plan in place that outlines how the Partnership will implement Equally Safe at a local level.

5. Every VAW Partnership should have a framework in place for measuring its performance and progress towards achieving its agreed outcomes.
6. Every VAW Partnership should have a designated person who is responsible for coordinating its core activities.

Core activities

1. Conduct Needs Assessments
2. Strategic Reviews and Annual Planning
3. Performance Reporting
4. Quality Assurance
5. Disseminating learning and training
6. Promoting a Preventative Approach
7. Identifying Resources
8. Informing work being undertaken nationally



New Independent Chair

In January 2021, AVAWP appointed the first Independent Chair, Ewen West, following the departure of outgoing Chair Lucy Denvir, Consultant in Public Health (Health Protection), NHS Tayside.

Ewen brings with him a wealth of experience and is also the Independent Chair of the Angus Adult Protection Committee. (AAPC). This appointment will strengthen the links between both committees and will further support the Protecting People Angus model.

In the absence of a permanent chair, AVAWP depute chair took on this role for much of 2020.



Covid-19

This report covers a period when we entered a period of national lockdown due to the covid-19 pandemic. Stay at home guidance was in place for much of the population and this meant women and children were not only less visible to services, but also had less opportunity to seek support outwith the home from family, friends and professionals.

We experienced two lockdown periods: the first starting in March 2020. During this time the UK public were asked not to spend time with family and friends out with their household and although mitigation was in place for exceptional circumstances, including fleeing domestic abuse, we know anecdotally there have been reports nationally and within Angus that lockdown resulted in a detrimental impact on women and children living with domestic abuse. The Scottish Government reported that 'as Scotland entered Phase 1,

organisations began to receive communication from victims who were postponing separating from abusive partners due to the continued restrictions, particularly the limitations around access to temporary/alternative housing'. However, as this annual report covers a period when we are still in lockdown, the full impact is yet to be seen, with data still being gathered.

Services within Angus remained operational and continued to support women and girls, while working within the confines of the national restrictions. Although only able to provide limited face-to-face support, services sourced mobile phones in order to provide phone and video support and online group support was also available. Support was also provided to vulnerable children who were physically accessing education and packages were provided to children and young people providing information for them to seek support.

Children, Families and Justice also continued to support perpetrators and survivors of domestic abuse during this time. Justice and Children's Services Investigations Team members recorded a short clip to be distributed across social media to raise awareness of domestic abuse in Angus during the pandemic. Each professional spoke of the difficulties families experienced during this time. Perpetrators were encouraged to seek support from Justice Services to reduce the risk they posed to victims; whilst Children's Services set out to remind families that support services continued to work during the pandemic, acknowledging families would be supported holistically. Data from June 2020 indicated the film had been shared over social media 6000 times and Angus Women's Aid have reported an increase in referrals in subsequent weeks. This might suggest our initial campaign has reached a proportion of its target audience. From a perpetrator perspective it was noted there were no calls to the perpetrator helpline number provided, indicating further work is needed to encourage contact from men who should seek support to address their abusive behaviours.

Angus Violence Against Women Partnership (AVAWP)



Recent years have seen several changes for AVAWP, with the development of Protecting People Angus which also brought a new Lead Officer post to AVAWP, along with the Development Officer Post, allowing AVAWP the same support team as the Child and Adult Protection Committees and the same Lead Officer providing support furthering joint working and reduce duplication. The support team was further strengthened with the addition of a fulltime Protecting People Development Officer supporting AVAWP along with the Child and Adult Protection Committees.

During 2016, work was undertaken to bring the six thematic Protecting People Partnerships in Angus under one collective identity: Protecting People Angus (PPA). These are Child Protection Committee, Adult Protection Committee, Violence Against Women Partnership, Suicide Prevention Collaborative, Alcohol and Drug Partnership and MAPPA.

A Chairs and Lead Officers of the Partnerships Group has been established, working on developing the shared agenda with shared policy, learning opportunities and events. This aims to make it easier and more effective for staff to access the information and support they need, increasing communication, the publicising of the shared messages and mechanisms to access support, reduce duplication of effort and develop more joint working.

Gender Based Violence Statistics



Nearly **1 in 3** women aged 15 years and older, around the world have been subjected to physical or sexual violence by an intimate partner, non-partner or both, at least once in their lifetime



1162
incidents were attended between 2019 and 2020 by police in Angus



1 in 5
children in the UK have experienced domestic abuse by the time they are 18 years old

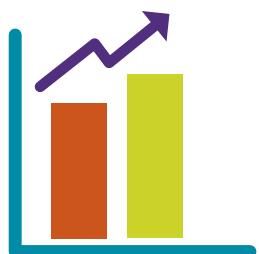


82%
of incidents in Scotland involved a female victim and a male accused



35%
of domestic abuse incidents recorded by Police Scotland in 2018/19 were on a Saturday or Sunday

Children do not merely witness domestic abuse, they experience it and are harmed by it



62,907
incidents of domestic abuse were recorded by Police Scotland in 2019-20, an increase of 4% compared to the previous year

Priority Areas and Strategic Direction

In 2018, AVAWP developed the first three-year Strategic Plan (Appendix 1) adapting the 4 Equally Safe priority areas to a local context, to form the overarching aims of the Angus Violence Against Women Partnership.

PRIORITY AREA 1

Angus residents embrace equality and mutual respect, and reject all forms of violence against women and girls

PRIORITY AREA 2

Women and girls thrive as equal citizens in Angus: socially, culturally, economically and politically

PRIORITY AREA 3

Interventions are early and effective, preventing violence and maximising the safety and wellbeing of women, children and young people in Angus.

AVAWP Subgroups

2018 saw the establishment of four AVAWP subgroups to take forward the priorities identified within the Strategic Plan. Each subgroup developed an action plan to support the work of the partnership and progress actions within the Strategic Plan.



Communication and Engagement Subgroup

Priorities for this group include the development of an AVAWP Communication and Engagement Strategy, planning events and activities for 16 Days of Activism, promoting key messages and awareness raising, develop and strengthen links with other thematic partnerships within Angus and to develop and implement a comprehensive learning and development plan. There was some pause with work within the group during the covid-19 pandemic but work still progressed around 16 Days of Action, the population survey, and guidance was produced for staff at increased risk of violence when working from home due to covid-19.



Monitoring and Evaluation Subgroup

This subgroup developed an AVAWP Performance Framework to enable data and performance information to be collated and analysed to inform future AVAWP priorities and meet the National Improvement Service annual performance return.

A self-evaluation exercise was undertaken in 2019. AVAWP members used a checklist to consider performance under the key areas of:

- Community engagement and participation
- Use of evidence
- Focus on outcomes
- Leadership
- Governance
- Accountability
- Use of resources
- Performance Management and Reporting
- Impact

The exercise highlighted areas both of good practice and where improvements could be made, it concluded with a 'Key themes and actions to consider' paper that allowed AAWP members to consider the priorities to improve performance.

The covid-19 pandemic impacted on planned priorities, resulting in changes in identified priorities. A refocus on monitoring, evaluation and data will be a priority for the 2021-2023 Strategic Plan.



Policy and Practice Subgroup

The Policy & Practice subgroup was established in January 2019 to lead on the monitoring, review and development of policies and procedures and to improve practice to tackle all form of violence against women and girls in Angus. Membership included Police Scotland, Angus Council Justice Service, Angus Council Housing, Angus Women's Aid, Angus Council Equalities Officer and Action For Children.

Key achievements since 2019:

- Commercial Sexual Exploitation Position Statement drafted and agreed with work to be progressed across Tayside
- Development of a 'Workplace Gender Based Violence Policy' template. The policy encourages local businesses and organisations to create a supportive and responsive workplace culture where anyone subjected to gender-based violence feels safe and perpetrators are managed in line with best practice. The template best practice policy can be adapted by any business or organisation and includes:
 - a definition of Gender Based Violence
 - the impact of Gender Based Violence on staff and the organisation/business
 - responsibility of staff
 - reporting mechanisms
 - supporting and protecting victim-survivors
 - managing perpetrators
 - protecting confidentiality.

Businesses who commit to adopting the policy are also invited to sign up to the Angus Violence Against Women Partnership Workplace Policy Pledge. This is a way for local businesses to publicly commit to taking action to support victim-survivor employees of Gender Based Violence. Work is ongoing to promote this to businesses and employers in Angus.

- Implementation of Multiagency Good Practice Guidance in Domestic Abuse. The AAWP Multiagency Good Practice Guidance in Domestic Abuse was launched on 8 March 2021. It is intended to complement existing policies and protocols for professionals in their own agencies while at the same time encouraging multi-disciplinary practice and understanding.



Children and Young People Subgroup

The Children and Young People sub-group of AVAWP was established in January 2019. The group consisted of staff who had a particular interest in Gender Inequality for Children and Young people in Angus and included representation from Angus Council: Education: Children, Families & Justice; Communities; Early Years; Child Protection & Review, NHS: Public Health; Health Visiting Service; Early Years & Young People's Team, Third Sector: WRASAC; Angus Women's Aid; Barnardo's, Police: Preventions Officer (Children & Young People)

The Group's key aim was closely aligned to Equally Safe and the AVAWP Priority Areas - "Angus society embraces equality and mutual respect, and rejects all forms of violence against women and girls; and that all children & young people thrive as equal citizens: socially, culturally, economically and politically".

In addition the subgroup worked to the following:

- We recognise that for Children & Young People to change; adults must change too.
- We work in partnership with Children & Young People. We work with service providers for Children & Young People, to Identify and review current practice around Gender Equality.

The initial stages of work were focussed on building relationship building, sharing experiences around gender inequality and bias, and agreeing a Driver Diagram and initial work plan. Offering support and sharing information, resources and opportunities with each other has underpinned the work of the group.

Over its short life, the group had many key achievements:

- Sharing specialist information relating to gender inequality and bias with partner agencies and inviting their participation in these if relevant and appropriate.
- Carrying out a Survey Monkey review across all agencies who work with young people in Angus to establish what work is being delivered to Angus children and young people around Healthy Relationships and Gender Equality.
- Developing Guidelines for Responding to GBV in Youth Settings. A plan is in place to launch this with youth work staff across the public and third sector and to embed GBV in annual staff development opportunities.
- Partnering with a playgroup to plan and implement the early stages of the Gender Friendly Nursery programme (full implementation of pilot scheme delayed until Autumn 2021)
- Working in partnership with Improving Gender Balance in Education (IGBE) to develop a learning programme - The Gender Trap – to highlight conscious and unconscious bias around gender and how this impacts throughout life.

The group have faced a few challenges although the main ones have been presented by Covid-19 and lock-down:

- Not duplicating work that is already happening.

- Balancing the needs of the sub-group with general workloads.
- Staff being re-deployed and having increased workloads due to Covid-19.
- No direct contact with members and not initially all having access to Teams for meetings.

Covid-19 and the periods of lockdown and isolation have unfortunately impacted significantly on the groups ability to fulfil all the tasks in the workplan.



Protecting People Angus Workforce Learning and Development Subgroup



During 2018-19 there was an appreciation that the landscape for learning and development was changing and consideration needed to be given to how the learning and development programme provided by the Violence Against Women Partnership reflected that. A review of the learning and development programme and a training needs analysis was undertaken in 2019 to ensure that the right learning was provided in the right way and at the right time to those who required it.

One of the outcomes of this review was the creation of a joint Protecting People Angus Learning and Development Sub-Group which will provide a forum to bring together the learning and development work for all of the protecting people partnerships and committees. This will help ensure a coherent and collaborative approach to upskilling the workforce going forward.

2019 also saw the launch of our Multiagency learning platform, which is hosted on TURAS Learn. This allows us to make e-learning and other learning resources available to anyone across Angus easily. Utilising this platform has also meant we can more easily share content on a Tayside basis, reducing duplication and increasing consistency for those in the workforce who work across Tayside.

Development of a Protecting People Training Framework was undertaken, and this was launched in early 2021. This will signpost the workforce to all available training across all partners.

Monthly Lunchtime Learning Sessions are now a key part of the learning and development programme. Sessions in 2021 have been delivered on Microsoft Teams due to the ongoing

covid-19 pandemic and have included an overdose and naloxone session, advocacy for children's hearings and Suicide Prevention Session Focusing on Young People.



Progress Towards Our Priority Areas

In addition to the work of the subgroups, there has been further progress towards the four key priority areas. The progress was support by the subgroups and the full AVAWP memberships, as well as wider partners within Angus and Tayside.

PRIORITY AREA 1:

Angus residents embrace equality and mutual respect, and reject all forms of violence against women and girls

In partnership with the other Protecting People Angus Committees a “Making Connections” Conference was delivered in 2018 and focussed on adverse childhood experiences and the impact across all areas of work. This was well attended and well evaluated by professionals from all partnership areas and has helped us launch our shared approach to ‘protecting people’. This began to strengthen partnerships and make connections across committees, ensuring that the AVAWP agenda was apparent to others.

During the covid-19 pandemic AVAWP shared messages on social media around gender-based violence and advising where local and national support was available to women and children.

The Children and Young People subgroup contributed towards the aims of priority area 1, delivering training and developing guidance for youth workers.

Population Survey 2020

A national (Scotland) population survey was carried out in 2020 to gain the views on public perception of gender-based violence. This was replicated in the Angus area in 2020 under the survey title of “Angus Violence Against Women Partnership”

Social Attitudes Survey

Initial results have shown that the survey was completed by 206 people who live or work within Angus. Encouragingly, 94% of people responded saying they did not think the birth of a boy was more important than the birth of a girl. However, some other responses clearly evidence the need for further work within the community around Gender Based Violence. 24% of respondents felt that a man having non-consensual sex with his wife was behaviour that was not wrong at all. While 25% of respondents thought that the statement, “A woman who gets very drunk and gets raped has only herself to blame for being raped” was not wrong at all.

The full results will be available in the latter half of 2021. There will also be a comparator benchmarking exercise undertaken with local data against the national attitudes survey. This has been on hold due to capacity in responding to covid-19.

16 Days of Activism Against Gender Based Violence (16 Days) 2020

The 16 Days of Activism against Gender-Based Violence is an annual international campaign that begins on 25 November, the International Day for the Elimination of Violence against Women, and runs until 10 December, Human Rights Day. AVAWP take part in this annually and use the opportunity to raise awareness within the Angus area.

Due to covid-19, 16 Days in Angus was in virtual format, focusing on social media key messages and learning opportunities for multi-agency staff. The Angus programme comprised the following online events:

1. Trauma training - WRASAC
2. Working with Domestic Abuse in Angus – a Safe and Together Champion's Perspective - Three Safe and Together Champions
3. Angus Housing Services response to Domestic Abuse- Angus Council Housing
4. Agency visit – WRASAC
5. Commercial Sexual Exploitation - WRASAC
6. Glen Isla and Glen Clova Projects – Supporting women in Angus - Justice Service
7. Young people and pornography- WRASAC
8. An Introduction to Working with Perpetrators of Domestic Abuse – Justice Service

The events were well attended by multi-agency professionals across Angus, with positive feedback being received:



"I really enjoyed this training; it was very informative and I will be sharing knowledge gained within my team to better inform us all."

~ Trauma Training Attendee

"The presentation was very thorough and concise, providing relevant information – it is useful that you have sent it out for us to refer back as well."

~ Open Day Attendee

.....

"I would definitely be interested in a longer training session and would take guidance from those in the know since I have little knowledge in this area. I found all aspects of the introduction to be equally interesting."

~ CSE Training Attendee

.....

In addition, Angus Council Equalities Officer led the launch of the British Sign Language (BSL) video regarding rape and sexual assault. The video had been created by the Equalities representative in collaboration with Deaf links Tayside and WRASAC. Feedback from BSL users has been positive and found that the interpreter that was used was able to convey the messages in a very powerful way. It has been well received and there is national interest in the video.

A Communication and Engagement Strategy was under development to clearly outline what AVAWP is, what AVAWP is trying to achieve and why this is important. However, work on this was on hold for much of 2020, with a decision at the beginning of 2021 for AVAWP communication and engagement to be progressed along with other Protecting People committee's communication and engagement priorities under a newly established Protecting People Angus Communication and Engagement subgroup.

Due to the ongoing response to covid-19 a strategy for working with boys and men was on hold, however this will be a priority for the Strategic Plan of AVAWP.

PRIORITY AREA 2

Women and girls thrive as equal citizens in Angus: socially, culturally, economically and politically

A Protecting People Angus Missing, Trafficking and Exploitation Strategy has been developed with work taking place with partners to implement this in Angus.

The Monitoring and Evaluation Subgroup have developed a Performance Framework based on the National Improvement Service annual data return with a view to this being used to identify key trends and inform future priority areas of work. The new Data and Evaluation subgroup will initially focus on revising, updating and progressing this.

The Policy and Practice Subgroup developed an exemplar policy on harassment and domestic abuse in the workplace that can be adapted to suit the needs of each employing agency. This is supported by a Pledge for employers to sign up to support and demonstrate their awareness of domestic abuse for their employees.

Due to ongoing workload prioritising during the covid-19 pandemic, the strategy for engaging boys and men has been on hold, however this will be actioned in the next Strategic Plan covering 2021-24 period.

Access to services survey

In late 2020 Angus Violence Against Women Partnership (AVAWP) and Angus Community Justice Partnership (ACJP) developed a joint survey to obtain feedback from women in Angus on services they had accessed during the Covid19 pandemic, and to gain insight into what enabled access and potential barriers to access for women.

The survey was launched during 16 Days of Action and was distributed widely via various networks across Angus. During this time the survey was completed by 54 women.

Throughout the survey it was clear that often women did not know where to go for support until an incident had occurred or until some time after this. This highlighted the need to ensure awareness raising to the wider public, but also to the workforce around access to services and referral routes and this is a priority area for AAWP going forward.

Women responded with lots of qualitative information about what had and had not worked well for them when accessing service during the period of 23rd March 2020 to 30th September 2020. There were key points of good practice as well as suggested improvements across all services that had been accessed.

Twelve women responded with their contact details for future involvement in the work and decisions of AAWP.

PRIORITY AREA 3:

Interventions are early and effective, preventing violence and maximising the safety and wellbeing of women, children and young people in Angus.

In conjunction with Tayside colleagues, work to refresh the current protocols in relation to FGM, Forced Marriage and Harmful Practices has been completed.

The Performance Framework as noted above also contributes to this Priority Area in that the data will be used to evaluate current interventions and ensure future planning is evidence based and is designed to meet local need.

The development of a Learning and Development Programme is also underway to ensure that the multi-agency workforce is competent in recognising and responding to gender based violence. The first block of training is due to begin in April 2021, with a programme running until December 2021. This will then be evaluated and once the process has been streamlined, the responsibility for this will be overseen by the PPA Learning and Development Subgroup.

The AAWP web page currently sits within the Angus Council website and work is ongoing to ensure information on services for women and girls is easily accessible. Initial work has begun on the design of a Protecting People webspace that will bring all information together in one place. It is envisaged that the AAWP website and relevant information will move over to there in due course.



Multi Agency Risk Assessment Conference (MARAC)

MARAC is a local meeting where representatives from statutory and non-statutory agencies meet to discuss individuals at high risk of serious harm or homicide as a result of domestic abuse. The meeting provides a safe environment for agencies to share relevant and proportionate information about current risk. The Chair will summarise after risk is identified and assessed and a co-ordinated action plan is developed by all agencies to manage the risk and increase safety.

The primary focus of the MARAC is to safeguard the adult victim. However, the MARAC will also make links with other agencies to safeguard children and manage the behaviour of the perpetrator. At the heart of the MARAC is the working assumption that no single agency or individual can see the complete picture of the life of a victim, but all may have insights that are crucial to their safety. Ensuring that the victim is supported throughout, and their needs represented at the MARAC is crucial to managing risk, improving and maintaining safety, and reducing repeat victimisation.

MARAC moved from face-to-face meetings to tele conference meetings as we moved into lockdown due to COVID 19 into April 2020. Over the initial months, referral rates into

MARAC dropped slightly possibly due to the uncertainty of procedures and the removal of face-to-face contact meetings with victims and their family.

MARAC moved onto TEAMS in January 2021 which increased participation and quality and remains in this fashion. We continue to discuss the highest risk cases where the meetings are well represented by core agencies throughout Angus.

Referral rates began to increase during the period as methods of communication changed and became easier for victims and supporting agencies.

The Tayside MARAC Steering Group continues to be operational led by Police Scotland and supported by AVAWP. A MARAC operational group has also been reinstated led by the Tayside MARAC Co-ordinator.



Multi Agency Tasking and Coordination (MATAC)

Multi Agency Tasking and Coordination (MATAC) meetings were introduced nationally by Police Scotland in 2013, in accordance with Priority 4 of the Scottish Government Equally Safe strategy, which seeks to ensure perpetrators 'receive a robust and effective response'.

The aim of MATAC is to effectively tackle offending by perpetrators who present the greatest risk of harm, in order to achieve positive outcomes for victims and their families.

This is achieved by:

- Effective partnership working which will identify those domestic abuse perpetrators who present the greatest risk of harm.
- Multi-agency information sharing to support intelligence development and pro-active enforcement action against identified perpetrators.
- Using tasking and coordination to pro-actively investigate identified perpetrators using relevant and legitimate tactics.

MATAC takes place in all 13 Police Scotland Local Policing Divisions and usually held four weekly, meaning approximately 186 MATACs are scheduled in Scotland annually. However, there are occasions where meetings have been cancelled or re-scheduled.

The number of perpetrators being referred and investigated through the MATAC process has remained steady throughout the past year and despite the restrictions faced by all agencies throughout Covid-19 there has been consistent attendance and sharing of information between partner agencies.

Over the past year there has been a number of notable convictions recorded within Angus and Tayside for domestic perpetrators being brought to justice.

PRIORITY AREA 4:

Men in Angus desist from all forms of violence against women and girls and perpetrators of such violence receive a robust and effective response



Angus adopted a Safe and Together approach to tackling Domestic Abuse in June 2017, by means of training 20 'Champions' in Safe and Together Core training.

In 2020 there were 14 active Safe and Together "Champions" in Angus, who have continued as a network of Champions to work with others to improve practice and develop resources to support practice change.

The Champions have developed a prompt card resource to support practitioners working with families to ask appropriate questions, to ensure the application of the Safe and Together principles. Using the prompt card allows for appropriate questions to be asked using non blaming language and places responsibility with the perpetrator.

An evaluation of the effectiveness of Safe and Together was undertaken in 2019, to measure any improvement on the outcomes for women and children in Angus who are victims of Domestic Abuse and to recommend future development. The evaluation noted that for Champions, the training has taught them the Principles and Core Components of Safe and Together, and that this has improved their understanding of domestic abuse; their practice when working with victims of domestic abuse and most importantly, improved outcomes for the children and families they are working with. In consideration of a wider, system change of culture or practice, there is yet to be evidence of a paradigm shift in the understanding of best practice in Domestic Abuse and a wholesale improvement of outcomes for our children. However, we understand that such a shift in practice and culture will grow with continued focus on improvement and are confident that continuing a domestic abuse informed approach that builds on safety with the non-abusing parent, holds perpetrators to account and offers support for behaviour change and helps families to recover is the only way to tackle domestic abuse. As such, Safe and Together will be considered as part of a wider approach to improving outcomes for victims of Domestic Abuse, with the learning and available practice tools continuing to be utilised as the foundation for continued development.

The remaining champions came together in late 2020 and set out an action plan of how they would take forward Safe and Together on a single agency basis (Angus Council Children, Families and Justice). The champions planned a programme of sessions for 2021, to be facilitated by them in pairs. To date, evaluation appears to be positive, however, a fuller evaluation is due to take place when the existing programme ends in December

2021. The champions group have worked hard to bring this work together and AVAWP are in full support of this.

In February 2021, a further six staff members (four operational and two strategic) completed the Safe & Together Core training through the Scottish Association for Social Work (SASW). All six have joined the Safe and Together champions group and while they are focusing on embedding their own learning at present, they will soon take on the champion role, including supporting other members of staff and delivering the programme of sessions.



Angus Council Justice Services

Justice Services have developed the Fergus Programme in response to supporting men in Angus to desist from domestically abusing women and children through intense offence focussed intervention. The purpose of this programme is to provide an integrated service to men, women and children who have been affected by, and involved in, the experience of domestic abuse. It aims to address men's domestic behaviours through a prepack programme, followed by twenty-six group work sessions and attendance thereafter at the Fergus Programme monthly maintenance meetings. Participants are usually made subject to a two-year court order with offender supervision and a programme requirement, to attend the Fergus Programme. However, as noted below Justice Services are also looking at the merit of implementing participation on a voluntary basis through being referred by our partner agencies.

Between March 2019 and March 2020 Justice Services developed and finalised the Fergus Programme pre group assessment pack (Fergus programme prepack). The prepack consists of 14 modules including emotional regulation, gender norms, values and beliefs, attachment theory and fathering. Upon practitioners using this pack with court mandated clients and through the data gathered, it became evident the prepack could be used as a tool for identifying typologies of domestic abuse. Justice intends to use this information to develop a pathway for group work in relation to intimate terrorism and situational couple violence.

The prepack was introduced to Justice Service practitioners within small groups of practitioners. Two Children and Families practitioners attended, which enabled single agency feedback and early discussions to take place to consider the prepack being used as an early intervention tool across Children's Services with perpetrators and survivors. A lead domestic abuse worker from each locality team was then selected with the view of the prepack being implemented within their service late 2021.

From these discussions two male perpetrators of domestic abuse were selected and offered the opportunity to work with Justice Services on a voluntary basis. Engagement varied before both males disengaged. Current evidence would indicate that both males have been convicted of domestic offences and made subject to mandatory court ordered programme requirements (the Fergus Programme). This might suggest that the assessment skills within Children's Services in relation to intimate terrorism has improved.

No groupwork based programmes ran throughout the pandemic, therefore the prepack was used as a tool to undertake offence focussed work on a 2:1 basis. This is in line with research outcomes from Alessandra Pauncz, Executive Director of European Network of the Work with Perpetrators (WWW EN) (March 2020). She acknowledges perpetrator intervention has been moved online throughout lockdown and emphasised that intervention during current measures is not normal perpetrator practice, rather 'crisis management': it should focus on an outlet for stress whilst offering a response to contain. Intervention should continue to provide good support, however, be sensitive not to heighten the perpetrator's emotional state.

Given the level of service-generated risk online or telephone appointments only might have on families experiencing domestic abuse, Angus Justice Services continued socially distanced face-to-face appointments with the most high-risk perpetrators during national lockdown. From the data collated, ten Fergus Programme (intimate terrorism) requirements were successfully completed, with two being revoked following review. Fourteen 'other unaccredited' (Situational couple violence/poor relationships skills) programme requirements were successfully completed, with a further four revoked following review and two were revoked following a breach.

As part of the 16 Days of Action 2020, Justice Services developed a training session: 'An Introduction to Working with Perpetrators'. The training was designed to educate and improve the confidence of practitioners across Angus, to be able to identify and intervene at the earliest opportunity with perpetrators of domestic abuse. The session lasted two hours and was attended by 30 participants including Angus Council employees and our third sector partner agencies. A variety of aids were provided in the training to encourage shared language and understanding in relation to domestic abuse. These include discussion prompts, typology, and perpetrator mapping tools to assist in the identification of perpetrator pattern, and the appropriate responses to create comprehensive safety plans. Feedback was positive and the session will now be delivered quarterly through the AVAWP training calendar. Justice Services aim to develop and deliver training during 2021/22 using the Fergus Programme Prepack as an early intervention strategy within Angus Council and our third sector partners.



Self-Evaluation and Performance

In 2017 the Delivery Plan for Equally Safe was published, which includes an outcomes framework, with identified indicators to measure progress and performance at a local and national level. The Equally Safe Quality Standards and Performance Framework allows Violence Against Women Partnerships to measure progress and performance and to identify any areas where improvements may be required. All Violence Against Women Partnerships are expected to collect and share data on an annual basis and use this to inform future strategic planning.

AVAWP first collected this data in 2018 and 2019, however other areas of work have been prioritised during the covid-19 pandemic and as such Angus was one of several areas who did not submit a return in 2020. A refocus on monitoring, evaluation and data will be a priority for the 2021-2023 Strategic Plan. The Monitoring and Evaluation Subgroup will be responsible for collating and submitting the data.

The group will consider the data collected by AVAWP members on an ongoing basis, and where this can be used to inform the dataset that has been developed and inform future priorities and strategic direction of AVAWP.



Statistics

Local data has been collected since 16 April 2020 for child protection, which has included the number of Police Concerns in relation to domestic abuse. This has been submitted to the Scottish Government on a weekly basis.



National Covid-19 Data Comparison

National average figures over the 63-week period indicate a small decrease in the number of reported domestic abuse incidents as compared to the previous year, with variation across authorities.

The Scotland estimate shows 1%. Angus shows a 7% decrease which is greater than the national average. Our Tayside counterparts show an increase, with Dundee noting a 3.2% increase and Perth and Kinross noting a 4.6% increase. There is less variation across Scotland at this point than in the previous AVAWP data report (national date of 11 December 2020). At that point in time, Angus was showing a significant decrease of 9.4% compared to the Scottish average of a 3.3% increase, with Perth and Kinross showing the second largest increase in Scotland of 15.

Given the recognition of the increased risk during the pandemic to women and children of gender-based violence, AVAWP initially agreed to a weekly data collection to inform COVID recovery and future planning. This data has been collected since 4 June 2020 and does not demonstrate any significant trend in data during the COVID period. However, anecdotal information suggested that there was a significant increase in women and children seeking support during this time than in previous years. As such, it was agreed that comparison data be collected in 2021, for the period January to August to provide further information and to inform future planning. An initial report was compiled, with the value in this recognised and agreement that regular reports be compiled to consider comparative data. There have been some difficulties in obtaining data to inform such reports, however it is envisaged that the Data and Evaluation subgroup will develop a regular collecting mechanism to ensure all data can be gathered and analysed routinely.

Table 3 Domestic Abuse incidents

Number of Domestic Abuse incidents that have been recorded on iVPD by Police Scotland	Week 63	Week 63	Week 62	Week 62	Total over 63 weeks (since 16/4/20)			
Local Authority	24/6/21-30/6/21	24/6/20-30/6/31	17/6/21-23/6/21	17/6/20-23/6/20	Current year	Previous year	Difference	% change
Aberdeen City	41	41	39	45	2,450	2,490	-40	-1.6%
Aberdeenshire	24	21	23	30	1,514	1,623	-109	-6.7%
Angus	16	22	17	23	1,190	1,279	-89	-7.0%
Argyll and Bute	11	10	12	9	693	711	-18	-2.5%
City of Edinburgh	59	97	57	82	4,289	4,502	-213	-4.7%
Clackmannanshire	11	10	12	15	756	803	-47	-5.9%
Dumfries and Galloway	20	30	22	23	1,446	1,373	73	5.3%
Dundee City	36	43	53	53	2,790	2,703	87	3.2%
East Ayrshire	27	28	22	30	1,694	1,717	-23	-1.3%
East Dunbartonshire	10	15	6	11	654	666	-12	-1.8%
East Lothian	15	18	25	17	1,224	1,299	-75	-5.8%
East Renfrewshire	10	7	9	14	546	541	5	0.9%
Falkirk	37	38	43	36	2,363	2,267	96	4.2%
Fife	75	89	102	78	5,244	5,023	221	4.4%
Glasgow City	149	172	188	158	9,847	10,251	-404	-3.9%
Highland	39	49	48	35	2,698	2,684	14	0.5%
Inverclyde	11	25	13	18	977	1,065	-88	-8.3%
Midlothian	13	22	23	22	1,217	1,300	-83	-6.4%
Moray	16	11	14	14	764	762	2	0.3%
Na h-Eileanan Siar	*	*	*	*	123	116	7	6.0%
North Ayrshire	35	25	44	31	1,920	1,981	-61	-3.1%
North Lanarkshire	84	77	105	99	5,420	5,426	-6	-0.1%
Orkney Islands	*	*	*	*	123	116	7	6.0%
Perth and Kinross	18	27	28	28	1,487	1,422	65	4.6%
Renfrewshire	28	32	42	29	2,371	2,647	-276	-10.4%
Scottish Borders	13	30	25	22	1,284	1,240	44	3.5%
Shetland Islands	*	*	5	*	149	152	-3	-2.0%
South Ayrshire	68	81	59	87	4,346	4,294	52	1.2%
Stirling	15	15	22	15	901	844	57	6.8%
West Dunbartonshire	32	35	17	28	1,610	1,461	149	10.2%
West Lothian	38	65	35	65	2,669	2,516	153	6.1%
Scotland Estimate	980	1167	1138	1160	66,184	66,854	-670	-1.0%

Annual National Data Return

Every local authority in Scotland is asked to contribute to the annual National Data Return collated by Scottish Government. AVAWP contribute to this on an annual basis. To support this task, all public sector and third sector organisations working to tackle VAWG at a local level are requested to provide data on relevant performance indicators outlined in the Equally Safe Quality Standards and Performance Framework.

The Angus data for the national return shows us how many referrals were made to specialist VAWG services in Angus during April 2020 to March 2021. The data is not broken down into categories of support required but does show the numbers of women and girls being referred on rape and sexual abuse grounds. As seen in table 1.1

Table 1.1

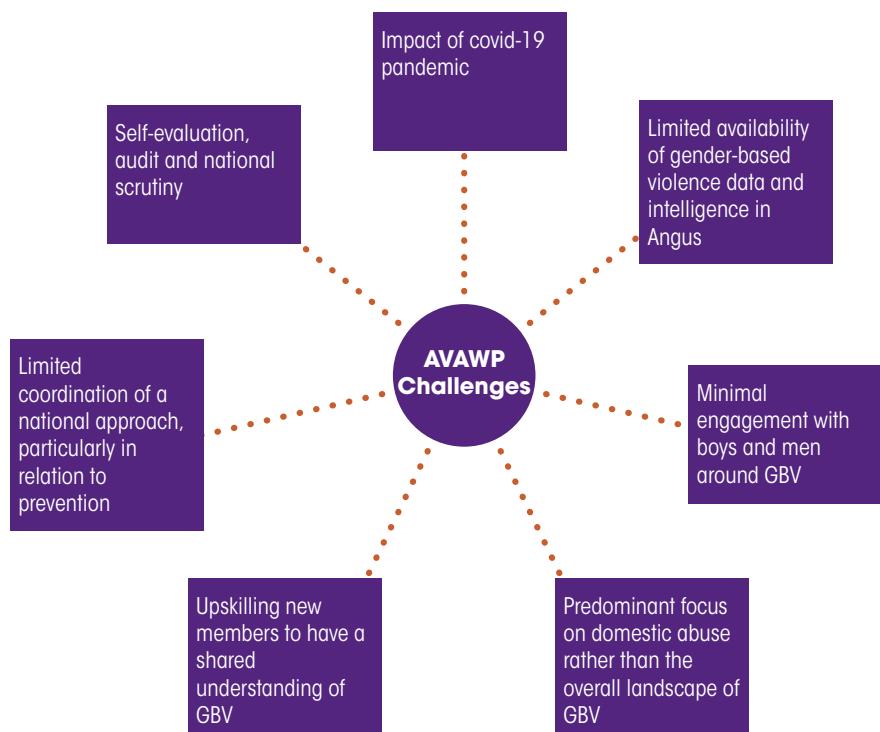
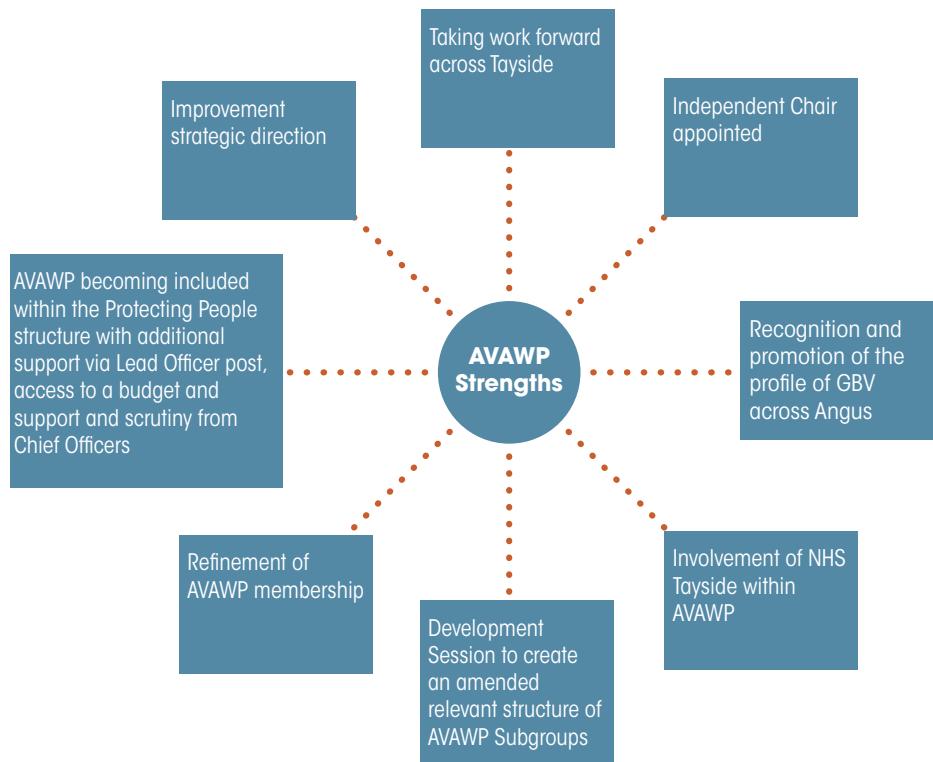
Age range	Number of referrals April 2020-March 2021
Children (Age 0 - 15)	337
Young Women (Age 16 - 25)	109
Women (Age 26 and over)	497
Age not recorded / Other age recording categories	139

Support for perpetrators of domestic abuse continued to be offered during the covid-19 pandemic and men were undertaken both court mandated and non-mandated interventions.

Table 1.2

Intervention	Number of referrals April 2020-March 2021	Number of referrals that successfully complete intervention
Court Mandated	14	11
Non-Court Mandated	134	53

AVAWP Strengths and Challenges



Key Priorities and Developments

Development Day February 2021

AVAWP members attended a development session in February 2021. This was an opportunity for new members and long-standing members to meet each other and discuss their own areas of work and expertise, and how these come together under AVAWP to inform better joint working to progress AVAWP priorities.

The session was attended by 14 committee members, who worked in 3 breakout groups to consider the questions posed. There was a genuine appetite to make changes and move things forward in the best interests of the work of the committee.

The emerging key themes from the feedback include:

1. The structure of the committee and associated sub-groups
2. The role and responsibility of committee members
3. The role of AVAWP within the PPA agenda – making connections with other partnerships etc.
4. Shifting the focus of committee from Domestic Abuse to all Gender Based Violence topics

A follow up development session has been scheduled for May 2021 and will focus on the emerging key themes and how these fit into the priorities of AVAWP for the next three-year Strategic Plan period.

Angus Community Justice Partnership (CJP) Gender Based Violence (GBV) work

In 2019, the Community Justice Partnership wanted to gather information around policies governing their work with women and girls affected by gender-based violence and those who perpetrated the abuse. Identify and gaps in service that could be improved by increasing collaboration, co-production and strengthening partnership working. Also, if there was a need for services to increase their leveraging of resources and information sharing pathways to enhance the work of all services involved with victims and perpetrators of gender-based violence.

A mapping exercise was completed by partnership services at both strategic and operational management levels in October 2020, comprising of two surveys, followed by two multi-agency virtual focus groups for frontline staff the following month.

Lastly, a 'Facebook' survey, aimed at women over the age of 18 and hosted by Angus Women's Aid in early December 2020, was conducted to gain their views on how COVID-19 had impacted on their ability to access services during the early onset of the pandemic.

The work of ACJP was supported by members of AVAWP and a report is due to be published in due course. It is likely that recommendations will be made that ACJP and AVAWP form strong links to take forward actions together to tackle GBV within Angus.

Strategic Plan 2021 - 2024

Following the Development Session the Strategic Plan for 2021 to 2023 is under development and will be available in due course.

Key Priorities for 2021 - 2022

The key priorities for the next annual report year (2021-22) will be outlined in the Strategic Plan that is due to be published imminently. However, it is worth noting that AAWP will focus on:

- The implementation of new sub-groups and agreeing the membership and priorities of these
- Continuing to build on the work already happening towards the 4 key priority areas
- Further integration of work across Protecting People Angus partnerships, including a website and a joint communications and engagement subgroup across all partnerships
- A renewed commitment by members to lead on work to eradicate all forms of gender-based violence with Angus rather than focus solely on 'domestic abuse'

Appendices

Appendix 1:

Strategic Plan 2018-2021

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Our Vision – “Working together to protect adults at risk of harm in Angus”

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Introduction

Under section 42 of the Adult Support and Protection (Scotland) Act 2007 each council must establish an Adult Protection Committee (APC). The membership of APCs is multi-agency. Angus APC includes representatives of NHS Tayside, Police Scotland, Angus Health and Social Care Partnership, Angus Council and other organisations who have a role to play in adult protection.

Angus APC has moved from producing a one year Business Plan to a three year Strategic Plan. This brings the priorities and reporting in line with the reporting arrangements to Scottish Government. This also allows the setting of strategic objectives which will be progressed through an annual action plan, aimed at meeting these objectives.

There are functions set out in legislation that APC's must undertake in order to fulfil their statutory duties. These are:

- Reviewing adult protection practices
- Improving co-operation
- Improving skills and knowledge
- Providing information and advice
- Promoting good communication

Angus Adult Protection Committee Strategic Goals

STRATEGIC GOAL 1

Adults at risk within Angus will be protected from harm in a timely and proportionate manner.

STRATEGIC GOAL 2

We will have a confident, competent and supported workforce; skilled and equipped to identify, support and protect adults from harm.

STRATEGIC GOAL 3

Angus citizens are able to identify adults at risk of harm and are confident and competent in using the available mechanisms to report concerns.

STRATEGIC GOAL 4

We will work in collaboration with other Committees, Partnerships and Services to improve practice in relation to adult protection.

The aims of Angus Adult Protection Committee

- Improve the safety of adults at risk of harm in Angus
- Ensure that adults at risk of harm are listened to
- Raise awareness of adult protection
- Provide an integrated approach to the development of adult protection policy and practice
- Ensure staff are confident and competent
- Ensure continuous improvement through audit and review of professional practice

The objectives of Angus Adult Protection Committee

- Develop policies and strategies and involve service users and carers
- Develop systems to identify adult protection concerns and deal with referrals
- Guide significant case reviews and oversee the implementation of learning
- Devise, implement and evaluate education and training programs
- Create information sharing policies, procedures and practices
- Monitor, audit and review the implementation and impact of policy
- Monitor performance and report to Scottish Ministers on progress against agreed adult protection outcome measures
- Oversee the publication of public information

STRATEGIC GOAL 1

Adults at risk within Angus will be protected from harm in a timely and proportionate manner.

	Action	Indicator	Timescales	Person/Group Responsible	Update
1.1	Review and update the Tayside Adult Protection Guidance and ensure that professionals are aware of and refer to this	There are clear systems and process in place across all agencies in Angus Protocols, procedures and timescales are adhered to by professionals; evidenced through case file audit	September	Tayside Lead Officers/ AAPC Practice Sub Committee	
1.2	Specific target groups will be identified to ensure that there is clear recognition of the needs of each group and mechanisms in place to support and ensure their protection	Target groups are identified and work progressed in this area	As identified	AAPC	
1.3	Robust protection plans are in place for those assessed as being adults at risk; these are regularly reviewed and updated to reflect continuous assessment	Evidenced through case file audit	Annual audit	AAPC Practice Sub Committee	
1.4	There is commitment from all professionals to engage in necessary protocols and procedures such as Case Conferences, Core Group Meetings, Initial Referral Discussions	All appropriate agencies represented where necessary	Six monthly reviews of attendance	AAPC members within their own agencies	



Adult Protection Guidance



Policies and Procedures



Service User involvement



Self Evaluation

STRATEGIC GOAL 2

We will have a confident, competent and supported workforce; skilled and equipped to identify, support and protect adults from harm.

	Action	Indicator	Timescales	Person/Group Responsible	Update
2.1	Review, develop and implement the adult protection learning and development program that is a component of an overall training programme aligned with the needs of the Protecting People workforce in Angus. Ensure staff have access to opportunities that are flexible, responsive and which meet the local development needs of the workforce; both general, specific and intensive	Training evaluation Targeted training is in place for different workforce groups	September 2018	AAPC Training Sub Committee	
2.2	Support single agencies across the care sector to develop good quality single agency training including access to e-learning, 'train the trainers' and interactive practitioner presentation materials			AAPC Training Sub Committee	
2.3	A shared language and understanding of adult protection will be developed throughout Angus	Case file audit, Network of Support Events	June 2019	AAPC Training Sub Committee and Practice Sub Committee	
2.4	Professionals are aware of and actively fulfil their duties in relation to adult protection with appropriate urgency	Adult Protection concerns are recognised, identified and responded to appropriately – evidenced through case file audit, staff supervision and Case Conferences	Immediately and ongoing	AAPC Practice Sub Committee	

STRATEGIC GOAL 2 (continued)

We will have a confident, competent and supported workforce; skilled and equipped to identify, support and protect adults from harm.

	Action	Indicator	Timescales	Person/Group Responsible	Update
2.5	There is a clear understanding across agencies of the Three Point Test	The Three Point Test is clearly identified and communicated through all training, publications and engagements	January 2020	AAPC	
2.6	There is a robust quality improvement and evaluation plan in place that ensures learning and practice development is disseminated appropriately	Self Evaluation Plan is in use Plan is developed for the dissemination of learning, including learning from Case Reviews (local/national)	Plan is reviewed annually in March	AAPC Practice Sub Committee	

STRATEGIC GOAL 3

Angus citizens are able to identify adults at risk of harm and are confident and competent in using the available mechanisms to report concerns.

	Action	Indicator	Timescales	Person/Group Responsible	Update
3.1	There are clear methods of communication to Angus citizens around issues of adult protection and the responsibility and mechanisms to report any concerns	<ul style="list-style-type: none"> Number of appropriate referrals to ACCESSLine and First Contact Team Systems are in place and reviewed for effectiveness Clear links are established to and Community Safety locality groups to further communicate with communities. 	Ongoing	AAPC/Lead Officer/Development Officer	
3.2	With other 'Protecting People partnerships' in Angus we will raise awareness of protection themes including adults at risk by delivering a communicating strategy that encompasses: <ul style="list-style-type: none"> Use of Social media Attendance at public events Professional events 	Professionals and the public are aware of protection themes and there is an increase in reporting of adult protection concerns	Ongoing	Chairs and Lead Officers Group	

STRATEGIC GOAL 4

We will work in collaboration with other Committees, Partnerships, Services and Service Users to improve practice in relation to adult protection.

	Action	Indicator	Timescales	Person/Group Responsible	Update
4.1	With CPC, we will develop a clear protocol/pathway for young people transitioning from Children's Services to Adult Services where there is an assessed need for Adult Support and Protection input	Protocol and Pathway in place	October 2018	AAPC and ACPC Practice Sub Committee reps	
4.2	A common language for adult protection will be developed and shared with other partners to enable a greater shared understanding of adult protection	All Partnerships have an understanding of and use a common language in relation to adult protection	August 2019	AAPC/ AAPC Training Sub Committee	
4.3	The work in relation to adult protection and sexual exploitation will be shared with other Partnerships	Information and material is disseminated to all Partnerships	December 2019	SLWG/ All AAPC members	
4.4	In conjunction with AVAWP & CPC support the development of policies and procedures arising from Forced Marriage / HBV Statutory Guidance/FGM (Harmful Traditional Practices), ensuring staff are aware and provided with suitable training where appropriate	Policies and Procedures are in place that are accessed and followed where necessary	October 2018	AAPC/ACPC/AVAWP	

STRATEGIC GOAL 4 (continued)

We will work in collaboration with other Committees, Partnerships, Services and Service Users to improve practice in relation to adult protection.

	Action	Indicator	Timescales	Person/Group Responsible	Update
4.5	In conjunction with ADP consider the development of defined pathways for adults who experience substance misuse and who are likely or may be likely to become adults at risk	Clear, defined pathways are in place and understood and followed by services	October 2019	Angus Adult Protection Practice Sub Committee/ADP	
4.6	Develop a service user involvement strategy that ensures the views of services users, those at risk of harm and carers are represented within Angus.	Use the Network of Support referral cases as an opportunity to seek service user feedback in respect of Adult Protection services. Advocacy will provide feedback to AAPC of the views of those they represent	June 2019	Angus Adult Protection Practice Sub Committee Advocacy	

Appendix 2: Glossary on Acronyms

ACPC	Angus Child Protection Committee
AAPC	Angus Adult Protection Committee
ADP	Alcohol and Drug Partnership
AVAWP	Angus Violence Against Women Partnership
CLOG	Chairs and Lead Officers
COG	Angus Chief Officer Group
CP	Child Protection
CPC	Child Protection Committee
CPO	Child Protection Order
CYP	Children and Young People Subgroup
DA	Domestic Abuse
GCP2	Graded Care Profile 2 (Neglect assessment tool)
GIRFEC	Getting It Right For Every Child
ICR	Initial Case Review
IRD	Inter-Agency Referral Discussions
L&D	Learning and Development
LNA	Local Needs Analysis
LO	Lead Officers
MAPPA	Multi Agency Public Protection Arrangements
MARAC	Multi Agency Risk Assessment Conference
MATAC	Multi Agency Tasking and Coordination
NQSW	Newly Qualified Social Worker
PD	Practice Development Subgroup
PPA	Protecting People Angus
P&P Subgroup	Practice and Policy Subgroup
PRAM	Pre-birth Referral Allocation Meeting
S&T	Safe and Together Model
SCR	Significant Case Review
SCRA	Scottish Children's Report Administration

Appendix 2: Glossary on Acronyms (continued)

SECI	Self Evaluation and Continuous Improvement Subgroup
SMART	Specific – Measurable – Attainable – Measurable – Time Bound
SSSC	Scottish Social Service Council
TIP	Trauma Informed Practice
TRIC	Tayside Regional Improvement Collaborative
TRIC PG5	Tayside Regional Improvement Collaborative Priority Group 5
VAWP	Violence Against Women Partnerships
VPD	Vulnerable Person Database
WA	Women's Aid
WLD	Workforce Learning and Development Subgroup
WRASAC	Women's Rape and Sexual Abuse Centre