



New
Philanthropy
Capital

Standing Together Against Domestic Violence

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Uses our analysis to rate different aspects of the charity

Charity long note

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Update

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An example of drawing on all available data to develop best practice...

Standing Together Against Domestic Violence

Standing Together Against Domestic Violence coordinates the different agencies supporting domestic violence victims in the London borough of Hammersmith and Fulham. It helps ensure these agencies give the best service to victims, by monitoring their success and holding them to account for their performance.

Many charities recognise the importance of gathering data on their own activities, to help build an understanding of what their work achieves and how they could improve. Fewer charities attempt to access data that is collected by other organisations, or use this effectively to inform their work and track the outcomes of the people they are trying to help.

From the start, the charity recognised the importance of collecting and analysing data to demonstrate what works in tackling domestic violence. Rarely has NPC seen a charity that places data gathering and analysis so central to its agenda: it truly informs its own operations and those of its partners, and influences the wider sector including government. Standing Together turns data into action.

Standing Together works to find accurate ways of monitoring hard-to-measure statistics. It draws on data collected from many of its partners, including the police, and uses this to track cases, from the first police call-out through to conviction, to ensure that all agencies are working effectively together. It also tracks the outcome of cases at the local Specialist Domestic Violence Court, which Standing Together coordinates. This in-depth collection of data and close following of cases allows Standing Together to pinpoint when an individual agency needs to improve. Where situations do not improve, Standing Together analyses why, and provides the reasons and possible solutions to partnership agencies.

Alongside this, data collection allows the charity to monitor whether its partners respond appropriately in specific cases. For instance, after the recent murder of a woman in Hammersmith, Standing Together checked its files and saw that the suspect (although not the victim) was known to the police and other agencies for domestic violence. The charity then urged the police to consider this information and conduct a review into police procedures.

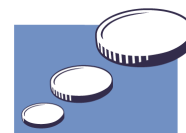
A key aspect of Standing Together's approach is that it is coordinated, so all partners can improve together, and not be overwhelmed or confused by changes at another agency. For instance, if the police improve the number of referrals they make to social services, social services needs to be aware and to agree the criteria for this, in order to have the capacity to deal with the extra cases. One delegate at a recent Standing Together conference told the charity: *'We are so grateful to Standing Together for coordinating all our activities around this awful issue of domestic violence. The partnership would not be functioning and victims and their children would be so much worse off. Thankyou for all that you do.'*

The charity uses the data it collects to prove that responses to domestic violence in the borough are improving. Figures show that the proportion of people arrested for domestic violence in Hammersmith and Fulham over the past five years has gone up, along with the proportion of people convicted. This results in more safety and greater justice for women.

Many charities could better coordinate their work with others by drawing on data already collected by different sources. By putting data at the heart of its work, Standing Together has helped to build best practice in the domestic violence sector, and to make sure all victims get the support they need throughout their experience.

To see NPC's full analysis of Standing Together Against Domestic Violence, including information on activities, results, management and finances, see attached long note and grid.

Standing Together Against Domestic Violence, position on NPC's grading grid July 2009



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Activities: excellent

- There has historically been a lack of coordination between the different services dealing with victims of domestic violence, from police to medical staff to local authority officials.
- Standing Together was established to address the need for existing services to work together more closely, rather than creating new services—and is the only project of this type in the UK. It aims to create systemic change in organisations rather than having to rely on goodwill of individuals.
- It addresses the many needs of individuals rather than just focusing on the criminal justice system.

Results: excellent

- Results are at the centre of everything that Standing Together does. It uses the results to track the performance of its partners, and to hold them to account.
- It has negotiated unparalleled access to secure police databases.
- Results show an increase in the conviction rate in the borough from 11% to 18%, plus an increase in arrests for domestic violence from 34% to 44%. The frequency of women withdrawing from cases has nearly halved, and far fewer cases have been dismissed due to lack of evidence.
- Since 2001, repeat victimisation in the borough has dropped from 40% to 32%.
- As well as this quantitative evidence, Standing Together regularly convenes groups of survivors to inform its work; asking victims about police response, experiences in court and with health services.

Leadership: excellent

- Both the chief executive Anthony Wills and the operations manager Beryl Foster have long histories of working with victims of domestic violence. Anthony Wills is a former Chief Superintendent, so his knowledge of the workings of the statutory sector is very useful. Each of them has a clear vision for the charity, and for the sector.
- There is a good separation of roles, with the new post of partnership manager focused on the work in Hammersmith and Fulham, with Anthony Wills focusing on spreading the work to other areas.
- The board has a good mix of skills, with many trustees having worked in partner agencies of Standing Together. The chair is a Detective Chief Superintendent in the Met and is very competent as well as providing links for the charity to the statutory sector.

People and resources: good

- High quality of staff, with expertise in domestic violence and data management. The commitment of staff is very high.
- Staff have been successful at talking sensibly to police in order to secure access to their records.

Finances: satisfactory

- Income has been under pressure for some years, and is difficult to turn around since a relatively high proportion comes from statutory sources. However, the chief executive has been successful in increasing the contribution from sales and fees, and reserve levels are still relatively comfortable.
- Private donations go into sharing Standing Together's methods with other local authorities.

Ambition: excellent

- The chief executive's role is centred around sharing the methods of Standing Together with other local authorities.
- Standing Together is increasingly sharing its knowledge in other places by convening conferences around the country.



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Standing Together Against Domestic Violence

Analysts: Justine Jarvinen, Angela Kail, Iona Miller

October 2007

Standing Together coordinates all the organisations that should help domestic violence victims in Hammersmith and Fulham, west London. Standing Together's work makes more victims safer, holds more perpetrators to account and directly improves national domestic violence policy and practice. Standing Together works with agencies, not with victims, and whilst it has a high level of sector recognition, its backstage role makes it difficult to attract funding.

Intervention stage: various: early intervention and reactive

Organisation stage: mature

Cost per user:

- Borough coordination: the cost per domestic violence incident is £41; the cost per successful referral is £125.
- Specialist Domestic Violence Court : cost per court case is £285
- Training: cost per trainee is £193
- From our CAADA analysis, we know it costs only £28 to make each victim safe by implementing a multi-agency risk assessment conference. (Compared to the average annual direct cost to the public purse for a high-risk victim of £14,000).

Results: medium-high

Risk: medium

Charitable status: registered charity number 1088844

Need

Domestic violence is more appropriately called domestic abuse. It ranges from verbal abuse and control, to violence, rape and murder. It is often thought of in terms of a partner or ex-partner abuse, but can also involve other family members.

Domestic violence claims the lives of two women every week. In addition to being a serious and violent crime which puts women and children in fear of their lives, it also has heavy costs for society. NPC estimates that the cost of domestic violence is over £20bn each year. It places a huge burden on other services: over half of child protection cases involve domestic violence; it is estimated that more than a third of women attending accident and emergency departments do so as a result of domestic violence.

Many women suffer years of abuse because, for many reasons, they find it difficult to leave abusive relationships. These reasons include fear of escalating the violence, fear for the safety of their children, fear of not being believed or supported by statutory services, humiliation and isolation from other support networks (like family and friends), limited knowledge of where they might live or how they might support themselves and, sometimes, the hope that their abuser will change. The long-term damage to victims is also often underestimated. Once the abuse stops it can take years for victims to regain the confidence and self-esteem to find a productive and satisfying place in society.

Many women try to leave their abuser but, if they are not appropriately helped by statutory services, such as the police, they often return to their abusive relationship. Domestic violence often escalates with time, so these women are at increasing risk of further serious abuse, and sometimes murder.

No single organisation acting alone can deal with domestic violence effectively. Women and children fleeing abuse have so many needs: immediate safety from the abuser, safe and appropriate housing, health services, counselling, financial and benefits advice, legal advice, and support to help them find the courage to go to court to hold perpetrators to account.

When agencies do not work together, they can be counterproductive. For example, the police might follow best practice guidelines and arrest and charge an abuser rather than giving him a caution, but the court might release him on unconditional bail, leaving him free to find the victim and continue to harass or assault her.

Key data		
y/e March £'000	2006	2007
Income	251	260
Expenditure	236	229
Reserves (months)	5	7
Staff (FTEs)	6	6
Volunteers	1	1

Some agencies are driven by targets and goals that do not have the safety and well-being of the victim at the core. For example, conviction rates are improved by only charging perpetrators if a case is likely to be won in court (and merely cautioning other perpetrators). In addition, the criminal justice system has traditionally focused on holding the perpetrator to account and achieving justice, rather than making sure that the victim is safe during proceedings, or while waiting for trial.

The best way to give all victims a safe and effective response to domestic violence is to coordinate with all of the service providers that are obliged to assist victims. Without coordination, justice and safety for the victim depend on whether police who are called out to the crisis ask the right questions, gather sufficient evidence, and refer her on to additional professional support. Justice and safety also depend on whether trained staff are present at court on the day her abuser attends hearings and trial.

History

Standing Together’s approach to domestic violence was inspired by a model developed in Duluth, Minnesota, in 1981. The Duluth model has become internationally recognised for its effectiveness in dealing with domestic violence through a coordinated community response. In 1995, the Hammersmith and Fulham Domestic Violence Forum in London was inspired by this model and brought one of the Duluth trainers to Hammersmith. A working party was then formed to bring together all the key local agencies, begin to track victims and perpetrators and find gaps in services. This working party was the forerunner to Standing Together, which was created in 1998—Duluth activists, barristers and trainers visiting it for many years to share their insights—and, in 2001, Standing Together registered as a charity.

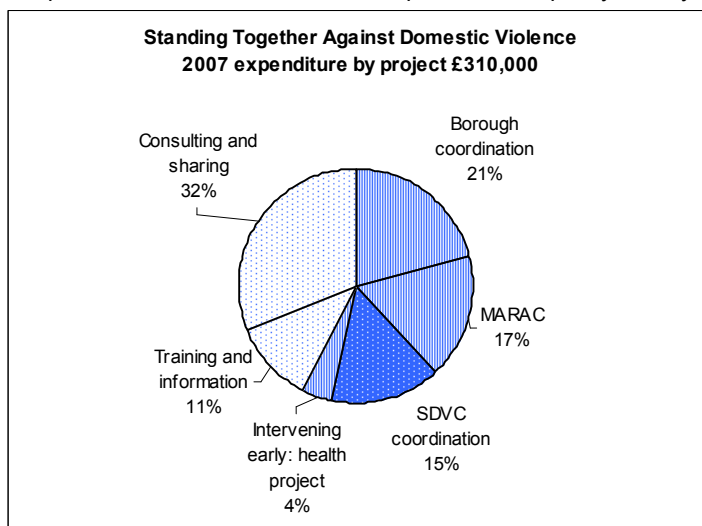
Around the same time that Standing Together was created, the working party established ADVANCE, an advocacy charity in Hammersmith and Fulham, to fill the gap in local advocacy services for victims. Standing Together and ADVANCE still have a very close working relationship.

Standing Together, in conjunction with local agencies, developed the first Specialist Domestic Violence Court (SDVC) in London, in the West London Magistrates Court—the first in the UK to hear trials. A steering committee convened by the charity meets quarterly, agreeing and setting annual action plans for the partners (see Appendix 1 for list).

Activities and results—picture in 2007

Activities

The pie chart below shows how the expenditure is split by activity:



Coordinating Hammersmith and Fulham to deal with domestic violence

From the moment a woman in Hammersmith and Fulham calls the police about domestic violence, Standing Together coordinates the help she gets. The charity brings together all the organisations that should help domestic violence victims in the borough: the police, criminal justice system, probation services, social services, health services and voluntary organisations. It coordinates them to do what they agreed, both within their own organisations and in the way they deal with other organisations helping the victim.

'I was really impressed with the Court. It was good to see how seriously they deal with domestic violence'

Victim

The IDVA 'met me before and we walked to court together. This made me feel safe – even better than bringing a friend with me'.

Victim

Standing Together does not work with survivors or perpetrators; it only works with the agencies that do. But it is not an umbrella body, nor does it merely provide strategic direction—actively helping agencies to work effectively together to support victims. In practical terms, this means that Standing Together does the grind of agreeing protocols and procedures for communicating between agencies and their individual responsibilities, so every victim receives the same quality support. It monitors performance and holds each organisation accountable for this. It chairs both the local Domestic Violence Forum (which is largely a networking group) and the MARAC meetings (Multi-Agency Risk Assessment Conferences which discuss the cases of individual high-risk women). And, even though Standing Together is a voluntary organisation, it trains both statutory and voluntary partners.

Recently, Standing Together has led on the development of a new structure for domestic violence within Hammersmith and Fulham. The charity's recommendations for a clearer, more coherent and appropriately representative hierarchy of meetings have been agreed by the lead strategic body for domestic violence in the borough, and have been charged with introducing some far-reaching changes.

Standing Together's activities try to bring about a cultural change in its partner organisations to put victims first and continually strive for best practice.



Coordinating the local Specialist Domestic Violence Court

The West London Magistrates Court (which serves the boroughs of Hammersmith and Fulham, and Kensington and Chelsea) is one of the original five SDVCs in England and Wales, and Standing Together has coordinated it since its inception. This SDVC has helped to inspire and inform other SDVCs, which are now being rolled out with government support throughout England and Wales.

Standing Together also keeps track of what happens to victims and perpetrators before, during and after trial. Staff are in court every week to observe and monitor trials, to address issues as they occur and ensure important information is shared quickly. Standing Together gathers feedback from front-line staff and victims and uses that feedback to provide better support in future. Standing Together compiles a weekly court report that is sent to all staff detailing case information and any issues. Evidence of what works and what needs improvement is shared with local partner organisations, and also forms part of best practice that is shared nationally. Standing Together has such expertise that it trains the court staff who interact with the perpetrators and victims, such as the police, the judiciary and barristers. Their experience has also led to the publication of an SDVC Toolkit which can be purchased (along with consultancy) to assist in the development of new courts.

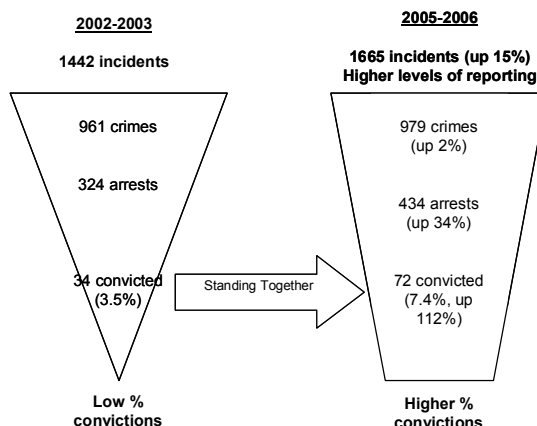
Standing Together's coordination results in many practical ways of supporting victims. For example, the charity ensures that all women are given the option of using an independent advocate. Standing Together tries to make sure that a victim feels able to attend court, and is safe, supported and well informed when they do. This includes giving her a chance to visit court before the trial, making sure someone tells her what to expect at court and the date of the court case, making sure someone shows up with her so she doesn't withdraw from the case and helps her to feel strong enough to give evidence, having a separate entrance and waiting area from the perpetrator, and possibly being provided with screens or using a video link in the court so she isn't intimidated by the perpetrator.

Domestic violence is hidden and under-reported by victims. Incidents that are reported don't always result in arrests or charges. Sometimes witnesses withdraw from giving evidence in court because they feel unable, or are threatened against, participating. Hence not all charges make it to court or result in conviction. But when women are supported throughout the court process, and when staff and agencies are trained, prosecution rates improve. Effective court coordination can make more women safer and hold more perpetrators to account, converting the 'conviction triangle' into a 'conviction rectangle':

'You make me feel big'.

Survivor

Domestic violence in Hammersmith and Fulham 2002/2003 compared to 2005/2006:



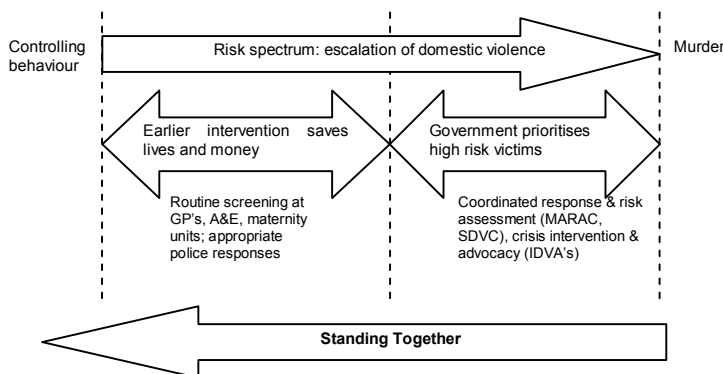
It is interesting to note that the diagram shows a higher number of incidents of domestic violence in Hammersmith and Fulham compared with three years ago. This does not mean, necessarily, that more abuse has occurred; domestic violence is persistently under-reported, but women are more likely to report abuse when they know it will be treated seriously.

Intervening early in domestic violence

The charity's work coordinating the court is very important, but many perpetrators and their victims never even encounter the criminal justice system. For many women that do, legal action comes only after years of humiliating and painful abuse, by which time they are considered 'high risk'. Many of the recent government initiatives, such as IDVAs and MARACs, prioritise services for high risk women because of limited resources. However, intervening before abuse escalates can prevent 'lower risk' victims from becoming 'high risk'.

Research shows that around a third of domestic violence starts or escalates in pregnancy. We know that women often approach A&E and GPs for help, perhaps several times, yet still don't receive the help that they need to become safe from further abuse. If nurses, GPs, health visitors and midwives routinely asked every woman about domestic violence, then agencies could respond earlier, saving women from becoming very high risk, or being murdered. But health services need government policy to encourage them to do this, plus the knowledge of where to refer victims when they do reveal they have been abused.

Standing Together tries to ensure that lower risk women are helped early, to prevent them from becoming 'high risk'. It does this by coordinating partnerships with the Charing Cross Hospital A&E and with two walk-in health centres in Hammersmith and Fulham. The charity has trained staff to screen routinely for domestic violence, record patient responses and refer those affected by DV to advocates at ADVANCE. Standing Together provides the partnerships with training and information, coordinates meetings, collates data and tries to improve services for victims.



So, not only does its work help to move 'high risk' victims to the lower end of the risk spectrum. In addition, it also helps to prevent lower risk women from becoming higher risk.

Spreading the word about tackling DV: training and rolling out the model

The charity is committed 'to spreading the word about what works and how in tackling domestic violence'. It writes reports on the lessons learnt from their projects, based on survivor feedback, partner feedback and data analysis, and these reports are used by other organisations across the nation. It trains statutory agencies and the voluntary sector, and consults to government. It provides training and manuals to help others to set up SDVCs.

Evidence and results

From its inception, Standing Together recognised the importance of collecting and analysing data to demonstrate effectiveness. 'It is only through the collection of such data that it is possible to tell the overall impact of a multi-agency initiative such as Standing Together.' Rarely has NPC seen a charity that places data gathering and analysis so centrally to its agenda; it truly informs operations and those of partners, and influences the wider sector through to government policy. In this way, Standing Together turns data into action.

Standing Together has its own data analyst, who gathers and analyses quantitative data from partner statistics (including the police, courts, ADVANCE and probation services) and the charity's own weekly court evaluations of what happens to each perpetrator. It also gathers qualitative data, asking partner agencies and survivors for their views.

Quantitative results

Standing Together tries very hard to find accurate ways of monitoring hard-to-measure statistics. It uses data from its partners (police, court, probation and ADVANCE) to track cases, from police call-out through to the completion of sentence, to make sure that the partners are working effectively. Victim safety is hard to measure; bail conditions and perceptions of well-being are as important as the number of convictions.

Standing Together is only as good as its partners; by the very nature of a coordinated community response, we cannot disentangle the results of Standing Together from the results of the other organisations working with it, such as ADVANCE. Nevertheless, the following results imply that the partnership is doing well under its coordination:

- an increase in the number of arrests for domestic violence: from 34% of incidents in 2002/2003 to 44% in 2005/2006;
- conditional bail is given to more than 90% of defendants entering the court, which helps to keep women safe until trial;
- the frequency of women withdrawing from the case, or the case discontinuing, has nearly halved, from 27% to 14%;
- due to better evidence gathering by police, far fewer cases have been dismissed due to lack of evidence (only 15% compared to 22% four years ago);
- early guilty pleas have increased from one in five to one in four cases;
- rate of convictions has risen from 36% to 52% of defendants in the past four years;
- after the first three years, repeat victimisation dropped from 40% to 29%.

Qualitative results

It is not easy to get feedback from stressed survivors who have been to court. Nevertheless, Standing Together regularly convenes groups of survivors to inform their work, for example, asking victims about police response, their experience in court and with health services. Sometimes these consultations are published as a report. Survivors said of the consultation process: 'It was good to be here, to contribute to changes being possible'; 'It gave me a chance to reflect back and see where I've come since I was in a violent relationship'; 'You make me feel big'; 'It has been a great help to talk, and I'm pleased with what Standing Together has been able to achieve.'

We also know that ADVANCE and other domestic violence organisations consider Standing Together's work to be invaluable.

Results are used to improve performance

Standing Together checks partners (for example, the police) have responded appropriately in specific cases, and also checks progress in aggregate. Where trends don't improve, Standing Together analyses why and provides the reasons and the possible solutions to the partner agencies. For instance, after a recent murder of a woman in Hammersmith, Standing Together checked its files and saw that the suspect was known to the police and other agencies for domestic violence. It then urged the police to consider this information and conduct a review into police procedures.

Data and feedback are incorporated into partner training and given to others in the sector to inform best practice. For example, victims' feedback about police responses was given to police management, used in police officer training and shared with other partners. Feedback is also fed into the annual SDVC court reviews.

Standing Together uses these outcomes to persuade the government and other domestic violence forums to set up their own coordinating groups. It also evaluates its own activities, such as training. The feedback from participants is summarised and shared with managers of each organisation receiving training.

Standing Together turns data into action.

Rarely has NPC seen a charity that places data gathering and analysis so centrally to its agenda.

Standing Together's results have been externally evaluated

Standing Together's evaluation and measurement systems have been endorsed by academics. An independent review of SDVC courts across the country is currently being undertaken. Each court is different, in the number of cases it receives and in the way it handles them. Therefore, it is most constructive to compare DV courts with other courts in the same area. Although the evaluation is ongoing, NPC understands that the SDVC in the West London Magistrates Court, which Standing Together coordinates, outperformed non-specialist courts in the London area. However, on preliminary data, the West London court does not appear to be amongst the highest ranking specialist DV courts in the country; this might be due to the huge volume of cases it decides, the diversity of the local community and the complexity of issues presented to the court. On the other hand, it might be because the evaluation process is flawed, or because some of the newer courts have fresh momentum. The analysis is not yet complete nor publicly available; we are confident that if any best practice from other specialist DV courts becomes available, Standing Together will apply it to the West London Court.

Future strategy

Standing Together aims to deliver 'the gold standard for coordinated community response' in the UK. The charity aims to broaden out the bottom of the 'conviction triangle' into a 'conviction rectangle'. Standing Together has managed to increase the conviction rate, but its core work is to continue to broaden out the base of this triangle, bearing in mind that domestic violence is still significantly under-reported and an increase in reporting is regarded as a positive result.

While the charity currently concentrates on its work with the criminal justice system, it would like to continue to broaden its work to involve other services that meet with vulnerable women. For example, it would like to extend its health project work to more hospitals. It also wants to extend this work to pregnant women attending pre-natal appointments, so that they are routinely asked about domestic violence, because domestic violence often starts or escalates when women are pregnant. In the longer term, Standing Together would like training to be provided to more community workers, such as Meals on Wheels.

In January 2007, Standing Together appointed a CEO to do paid consultancy work to help others to adopt its model of coordination across the nation.

The context

Sector context

The DV sector seems well funded compared with other violence against women sectors (eg sexual violence), but nonetheless funding is short-term and insecure. As an example, Home Office funding is often announced only at the start of the financial year, but IDVA's funding for 2007/2008 had not been finalised or disbursed at the time of writing, in September 2007. Funding for pilot projects is easier than long-term funding. London Councils (formerly ALG) is developing its requirements so that charities must now deliver specific outcomes across more than one borough. The process has now also changed from a grant funding system to a commissioning process. The Home Office and the police tend to be more proactive funders than the Department of Health, which has been slow to respond to the needs of victims. The sector needs funding so that it can be stable and independent of statutory services, to hold them to account.

External relations

Standing Together works entirely through its partner organisations. It has to have very good relations with these organisations for it to be effective, and to create cultural change in those organisations. ADVANCE, which NPC knows well, is one of Standing Together's partners and believes Standing Together is indispensable to its work.

Standing Together has many external roles. It advises the government, both unofficially and as a member of various task forces—its CEO, for example, is on the task force reviewing SDVCs, plus the charity provides training and information as part of the government's national roll-out of SDVCs. It also supports the borough's Domestic Violence Forum Coordinator to develop the borough's strategy. Standing Together is also represented on the Met Police Project Umbra DV project. It has roles with the Local Government Association, Greater London Council, on the London Criminal Justice Board Independent Advisory Group, on the CPS external consultation group for DV and with the HM Courts Service. Standing Together's CEO consults to various domestic violence coordination projects around the nation. The charity is an associate member of Women's Aid, and was also a founding member of Coordinated Action Against Domestic Abuse (CAADA).

'[ADVANCE are] marvellous. They are our strategic partners and we wouldn't do another initiative without them'

Standing Together

Management, governance and staff

Management and staff

NPC is very impressed with Standing Together's management, who have a deep knowledge of the sector, are experienced, efficient and articulate. They are passionate about the coordinated community response model because it improves services to victims. Management are aware of limitations and are careful about not promising things that cannot be delivered.

Beryl Foster, the operational director, has thirty years' experience in the domestic violence sector. She previously worked in Hammersmith Women's Aid, Women's Aid England and as a trainer in domestic violence. She has received an OBE for her domestic violence work. Beryl has been involved with Standing Together as project and financial manager from the organisation's beginning.

Standing Together created the post of CEO, and recruited Anthony Wills to it, in January 2007. He was previously a Chief Superintendent of the Metropolitan Police and a domestic violence consultant with the Local Government Association. Through Anthony, Standing Together has an almost unparalleled understanding of statutory services and government compared to other violence against women charities analysed by NPC. Anthony was brought into the charity to extend its consultancy and lobbying roles, and he is well placed to ensure that more coordinating domestic violence bodies are set up around the country. Anthony's initial appointment was for one year, during which he was contractually obliged to fundraise his salary and other associated costs through consulting work, charging for Standing Together's expertise to the DV sector. He did this within seven months of his appointment, and his contract has since been extended for a further year. Consultancy takes up more than 50% of Anthony's time.

Since Standing Together has both a CEO and an operational director, the organisation is well placed if one of these key players decides to leave. Beryl has plans to reduce her hours, but Anthony and other staff have gradually been taking over some of her responsibilities to prepare for this.

There are four full-time staff and five part-time staff. As well as the CEO and operational director, there is a coordinator, a data development officer and a trainer. The trainer has trained probation officers, police, health workers, judges and magistrates, and also lectures on domestic violence at the University of Westminster (as does the CEO, who is an honorary lecturer there). The data development officer has a Masters in criminology and is a trained data analyst in the private sector and with the police. The remainder of the staff work in administration roles. All permanent staff have an appraisal every 18 months. Staff retention does not appear to be an issue.

Volunteers

Standing Together's work is not suitable for an open volunteer project because case files and police records are highly confidential. However, the charity does offer limited office volunteer work.

Trustees

Standing Together has ten trustees, who meet every two months. The board is diverse, comprised of seven women and three men; eight are white, one is Asian, one is Black British; one is known to be a survivor of domestic violence and represents victims; one is an ex-volunteer; and four have detailed local knowledge of the borough through living or working there.

Many of the board worked as partners of the charity before joining the board. Therefore, many board members are ex-users of Standing Together (since Standing Together works with agencies, not with individuals).

Board members have senior management experience in the Metropolitan Police, social services, Crown Prosecution Service, local authorities, and as barristers in criminal and family law and as politicians. Their skills include: legal; employment; children and family policy; community services; management; politics. Three of the trustees have worked in the police and three are barristers: this is very useful to Standing Together as the police and the courts are major partners in its work. The charity is currently seeking trustees with experience in private business.

Detective Chief Superintendent Helen Ball, who is the head of the Metropolitan Police's Operation Trident, is the chair of trustees. She was impressed with Standing Together's work when she was the police liaison for the organisation in 1998. From the police, Helen Ball has direct knowledge of how often the services for battered women are 'just sticking plasters', and she was keen to get involved in an organisation that aimed to give women real help and choices.

Many of the trustees were Standing Together's partners before joining the board.

Planning

To inform its planning, Standing Together consults both its partners and survivors of domestic violence. It believes that this is very important, as it does not deliver any front-line services, and so its contact with the people it hopes to benefit is largely through the consultation processes it conducts, and through the experience of its partners. The charity's 2007-2010 business plan 'is based on the evidence of our success, the wealth of expertise within the organisation and the confidence that dramatic change can be achieved through the implementation of our model'. The plan states the aims of the next three years and lists specific objectives for achieving those aims. Broadly, these include continuing the local borough coordination work; reaching women earlier, for example through the health projects; sharing best practice; and rolling out the model nationally. Standing Together also has more detailed specific project plans.

Finances

NPC has seen the charity's accounts for the past four years. These are simple, yet clear.

Income

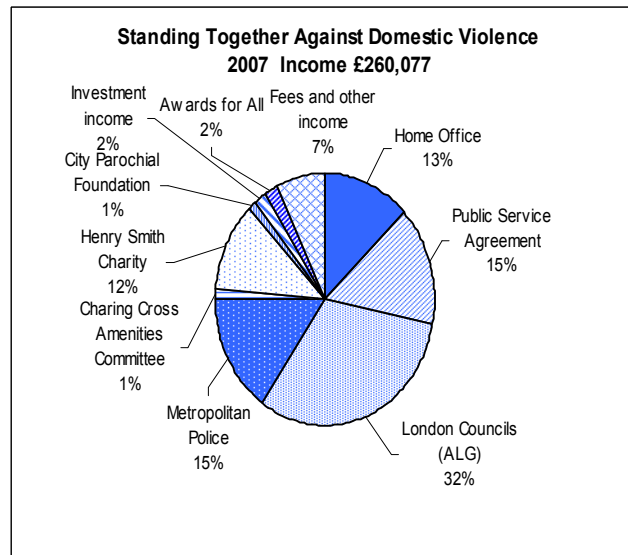
Income and expenditure				
y/e March, £	2004a	2005a	2006a	2007a
<i>Incoming</i>				
Grants from organisations	278,643	255,312	241,265	235,774
Earned income	0	0	0	18,472
Voluntary income	0	0	0	580
Investment income	3,504	4,009	4,357	5,251
Other	18,027	4,136	5,172	0
Total incoming resources	300,174	263,457	250,794	260,077
<i>of which statutory (£)</i>	<i>256,768</i>	<i>227,162</i>	<i>200,390</i>	<i>198,394</i>
<i>of which statutory (%)</i>	<i>86</i>	<i>86</i>	<i>80</i>	<i>76</i>
<i>Expenditure</i>				
Charitable activities	161,332	184,751	173,324	223,522
Activities to generate funds	0	0	0	0
Governance costs	15,025	25,073	44,352	5,494
Other (transfer of funds to partners, mostly ADVANCE)	107,818	34,080	18,500	0
Total expenditure	284,175	243,904	236,176	229,016
Net incoming/(outgoing) resources for the year	15,999	19,553	14,618	31,061

Income declined after 2004 because pilot funds concluded, and because Standing Together and ADVANCE no longer jointly apply for funds (Standing Together paid ADVANCE to deliver advocacy services, but ADVANCE has now taken over its own fundraising as an independent charity). This is also reflected in the rise in expenditure on charitable activities.

Note that the accounting basis changed to accrual accounting in 2007, which resulted in five quarters of London Councils income being reflected in 2007.

Earned income in 2007 was due to the development of consultancy services, following the appointment of the new CEO, and sales (such as sales of the Bench Book).

Standing Together works closely with statutory agencies, and receives wide support from them, in terms of time, use of facilities, and funding. As the pie chart, below, shows, statutory sources make up 76% of the charity's income:



- London Councils (formerly the Association of London Government) funding is directed to overheads. This grant has expired, but London Councils is currently giving transitional funding to Standing Together. It is uncertain whether London Councils will continue to fund the charity, because the Councils have decided to move away from giving grant funding towards a commissioning process, requiring specific outcomes to be achieved by organisations working in more than one borough. Standing Together's consultancy work and its work in the adjacent borough of Kensington and Chelsea are important in fulfilling this multi-borough requirement.
- The Public Service Agreement with Hammersmith and Fulham also pays for overheads. The Public Service Agreement bonus payments were rewarded for exceeding the borough's targets on repeat victimisation, but this funding will come to an end in the current financial year.
- The Metropolitan Police pays for data collection, training and MARAC coordination and provides in-kind support (for example, space and refreshments for meetings).
- The Home Office partly funds SDVC and MARAC coordination work.

Because so much of the charity's funding comes from statutory sources, Standing Together would be vulnerable to a change in the government's funding of domestic violence. The government now places domestic violence higher on the agenda than it has in the past, but the charity still feels that the government places a higher priority on drugs, robbery and anti-social behaviour, and that domestic violence funding is fragile.

Henry Smith funding will also come to an end in the current financial year.

Expenditure

Standing Together's main expense is salaries, which is consistent with other charities that do not deliver front-line services. In terms of the projects, the main activity is coordination, but consultation and sharing takes up nearly 30%.

Governance costs look like they have dropped significantly; this is because the charity's auditor has recently changed and accruals are now treated differently. Restated 2006 figures show governance was £4,099 last year; it has risen slightly this year because accounting and audit fees are now classed as governance costs.

Charitable activity expenditure jumped in 2007 for similar reasons: the new auditor felt too much expenditure was allocated to management and that most of Beryl Foster's work, for instance, was not management but charitable. Now all of Standing Together's costs are in charitable activities except governance,

Standing Together does not break out the money spent on fundraising, as it is mainly undertaken by Beryl Foster. She estimates that she spends around 30% of her time on fundraising applications and monitoring. This is a difficult figure to break out, though, because the charity is also funded by its partners, so there is an overlap between fundraising and partnership work. This would indicate that Standing Together spends around £12,000 on fundraising every year, giving a fundraising multiplier of over 20 times.

Balance Sheet

Balance Sheet				
y/e March, £	2004a	2005a	2006a	2007a
<i>Assets</i>				
Current Assets:				
- debtors	5,000	-	-	16,429
- cash at bank	81,434	90,654	105,287	137,037
<i>Liabilities</i>				
Current liabilities	21,395	6,062	6,077	23,195
Net current assets	65,039	84,592	99,210	130,271
Net assets	65,039	84,592	99,210	130,271
<i>Funds</i>				
Restricted funds	4,000	11,500	-	6,758
Unrestricted Funds	13,039	13,092	16,710	123,513
Designated funds	48,000	60,000	82,500	-
Total funds	65,039	84,592	99,210	130,271
Reserves (months)	3	4	5	7

Reserves

Standing Together does not have any restrictions on how it can spend reserves. The charity's reserves policy is 3-4 months of spending. This is necessary because salaries for staff on short-term contracts are often found mid-year and at short notice (amount £60,000).

Reserves have risen over the past four years, and the 2007 accounts show nearly 7 months of reserves. The current level of reserves partly reflects the under-spend on the chief executive's salary. The first year's salary was identified and reserved but not all spent in 2007 as appointment was delayed. His agreement of an initial one year contract was carried forward into the next financial year (amount £22,500).

The charity also took the opportunity of having unrestricted income earned from consultancy to carry forward into 2008. This income stream enabled it to appoint staff even when government payments were delayed, and to retain staff while local authority voluntary sector funding was reviewed and new application processes were completed (amount £41,013).

Future trends

Standing Together was originally funded to pilot its coordinated model by the Lottery and the local regeneration programme. Further development was possible through the Crime Reduction Programme, funded by the Home Office and the Daphne Programme, an EEC fund, but these have now come to an end. As described above London Councils has also reviewed its approach to funding. Now that Standing Together's coordinated model has been proven and is being rolled-out nationally, it is more difficult for it to find funds from outside Hammersmith and Fulham. The charity foresaw this and, in 2006, created a fundraising plan to diversify its funding streams. The plan emphasises the need for statutory funding to continue coordination work in Hammersmith and Fulham; for charitable funding to develop new projects and to cover some overheads; and the need to generate income from sharing its expertise.

New funding approaches include:

- Seeking funding from the Royal Borough of Kensington and Chelsea (which benefits from Standing Together's coordination of the local specialist DV court).
- Generating income from consultancy, fees and sales. For example, training courses, speakers' fees, working with consultative bodies, sales of the magistrates' 'Bench Book' and the new SDVC Toolkit. Anthony Wills' appointment as CEO is important to this diversified funding stream and is already proving successful.
- Receiving income from the local primary care trust (PCT). The charity lobbied the trust for several years for health project funding and has recently had a breakthrough. It is now in negotiations for the PCT to part-fund advocacy for survivors that are referred from health routes. (However, the charity needs to find funding for its maternity project, at Queen Charlotte's Hospital—this is unlikely to be funded by the Department of Health because of the PCT funding crisis.)

SWOT analysis

This SWOT analysis was assembled from a SWOT diagram drawn up by Standing Together, overlaid with NPC's own analysis.

Strengths	Weaknesses
<p>Experienced management, staff & trustees</p> <p>National reputation, opinion sought by a wide network</p> <p>Based on evaluated model</p> <p>Good outcome data</p> <p>Clear strategy and theory of change and emphasis on prevention</p>	<p>Relies on partners' involvement; partnership can be dependent on personalities</p> <p>Difficult concept to sell as not involved in front-line services</p> <p>Limited public profile</p> <p>Staff workload</p>
Opportunities	Threats
<p>New chief executive—well connected and strategic</p> <p>Maternity project</p> <p>Government policy moving towards coordinated community response</p> <p>New enthusiasm from key players (eg Health and Children's Services)</p> <p>Consultancy services</p>	<p>Change in commissioning of London Councils' funding processes: not sure whether Standing Together will qualify</p> <p>Distrust of voluntary sector by statutory sector</p> <p>Poor partner performance would threaten its reputation</p> <p>Concentration on high risk leads to narrowing of response</p>

Why and what should private donors invest?

In NPC's opinion, Standing Together continually seeks to provide the best support for victims of domestic violence, by coordinating all those who should help victims. The charity has advocated this coordinated community response for years, and now government is rolling-out some aspects of the model. Government is prioritising 'high risk' victims, which is appropriate with limited resources, but Standing Together is trying to extend its coordination so that it can reach more victims than the few high risk survivors using the criminal justice system. Standing Together wants coordination to encompass all the other agencies that come across women who are victims of domestic violence—such as GPs, health visitors, midwives, those working in education and in Meals on Wheels—so that domestic violence is tackled early, and from the victim's perspective. Standing Together works with partners to create wholesale cultural change in the way they work with victims and perpetrators; this is very needed in a country like ours, where domestic violence should be given a higher priority.

Standing Together is seeking funding for its proposed maternity project. This project would routinely ask every woman who attends a maternity screening about domestic violence. Pregnancy is a key intervention point, because domestic violence often starts or escalates during pregnancy, so women could be reached before they become 'high risk'. Standing Together is ready to roll out the project at the Queen Charlotte's Hospital, and has support from the hospital and staff, but needs funding. Funding would pay for a short-term development worker and an advocate (who would be placed at ADVANCE), and miscellaneous resources (training and information packs, display materials, prompt cards for staff and help cards for users). The overall cost is £114,000, of which the advocate is £56,000, plus the advocate would require ongoing funding.

Standing Together also needs £20,000 to cover overheads this year. As funding becomes tighter, Standing Together is forced to retreat towards its work with the criminal justice system, rather than broadening out towards other services. It has had some enthusiasm from Children's Services, and it would like to start to work on projects to help children affected by domestic violence.

Risk and return

Overall risk: medium

Effectiveness risk: medium-high

Standing Together is based on the Duluth model, which has been evaluated. The charity also monitors its own and its partners' outcomes closely. It has privileged access to police case files and court records so it can tell whether its approach is making a difference. It is hard to disentangle Standing Together's results from those of its partners, so it is dependent on its partners' performance, but that is the point of a coordinated approach.

Organisational risk: low

NPC is very impressed with the quality and experience of the management. Standing Together has both a CEO and an operational director, so it is well placed if either one leaves. The trustees have a wide range of experience and applicable skills and are very involved in the organisation.

Financial risk: medium

Standing Together has appropriate reserves, however, it is reliant on London Councils (formerly the ALG) for a quarter of its income and this may be threatened in the current re-commissioning of grants. The majority of income is from year on year grants rather than lengthier contracts. Standing Together finds it hard to attract private funds due to its 'backstage role'.

External risk: low

Standing Together has an enviable reputation across the country and is widely sought for its views and expertise. It has fed into the government's policy on domestic violence, and the Home Office supports the coordinated model. The overall ethos (safety of victims and children being central to the response, more accountability for the perpetrators and more advocacy for the victims) is well accepted.

Overall results: medium-high

Breadth: medium

As Standing Together does not deliver front-line services, we cannot give a precise number for the number of people it affects. However, there are over 1,500 incidents of domestic violence recorded by the police in Hammersmith and Fulham each year. Additionally, there are those women who do not call the police, but are referred to ADVANCE via health projects or other means. There are also those cases in Kensington and Chelsea that benefit from Standing Together's management of the SDVC. This means that the charity probably affects around 2,000 women plus their children and partners. Outside the court system, Standing Together's training of statutory agencies and other partners (seven training programmes in 2005/2006 trained 158 people and screened 1,500 patients at walk-in health centres in 2005/2006).

Depth: medium

Standing Together does not actually deal with any victims of domestic violence itself, however, through its work it makes women and children safer, often for the long term. Once women do access support, Standing Together's work means that the services are more joined-up. It also makes it more likely that the police will take their complaints seriously and that the court will convict the perpetrator, which can make a significant impact on the lives of women affected by domestic violence.

Change: high

Standing Together's entire rationale is to create a wholesale culture change in other organisations so that they take domestic violence more seriously. This can mean that women are dealt with earlier and more appropriately, so that domestic violence does not turn into high risk cases that threaten lives. Additionally Standing Together does lobbying and research so that this model of a coordinated response can be adopted more widely.

Standing Together turns data and experience into action and policy, to improve the lives of women affected by domestic violence.

Conclusions

Standing Together thoroughly understands the problems and dynamics of domestic violence, the most effective ways to tackle the crime, and their own role in intervening. It turns data and experience into action and policy, to improve the lives of women affected by domestic violence.

NPC is very impressed by Standing Together's vision, and the fact that the people involved refuse to accept that the current response to domestic violence is good enough. Standing Together is uniquely positioned with both voluntary and statutory organisations to change the current model of intervention, responding earlier to domestic violence, and in a more coordinated way. It monitors its outcomes closely to prove that it has made a difference.

Standing Together does not have a high public profile, and it needs funds to extend its work locally, and to sell the concept nationally, so that other areas may also benefit from this model of coordination.

NPC contact with Standing Together Against Domestic Violence:

Meetings (2) with Anthony Wills and Beryl Foster

Telephone call with Beryl Foster

Telephone call with Anthony Wills

Email correspondence with Beryl Foster and Anthony Wills

Telephone call with Helen Ball, chair of trustees

Documents seen

Standing Together accounts 2007

Standing Together accounts 2006

Standing Together accounts 2005

Standing Together Health Project plan

Standing Together Business Plan 2007-2010

Standing Together Fundraising Plan 2006-2010

Standing Together Training and Information Officer's Report April 2006 - March 2007

Steering Committee Meeting Data Report February 2007

Lessons Learnt 2006: a three year overview of SDVC

Report for MPA board

Consultation with survivors of domestic violence – an overview

Staff and trustees Skills

Board of trustees profile

Various leaflets

Activities Appendix

Coordination

It is good news for domestic violence victims that the government has seen the importance of a coordinated community response and is now championing its use. IDVAs, MARACs and SDVCs are all designed to help services to work together, but they are discrete elements of a properly coordinated response to domestic violence. It is not easy to bring together many different agencies with their own targets, pre-conceptions and levels of expertise in dealing with domestic violence. Attempts at cooperation can easily degenerate into yet another talking-shop, unless agencies are properly coordinated and held accountable for their actions against agreed protocols. Standing Together's coordination aims to get all the organisations working in domestic violence in Hammersmith and Fulham to cooperate so no victims slip through gaps. Its partners are:

- Domestic Violence Intervention Project
- Hammersmith and Fulham Council – social services, community safety unit
- Charing Cross A&E – and the Emergency Primary Care Assessment Service at Charing Cross
- ADVANCE advocacy service
- Crown Prosecution Service
- West London Magistrates Court; and WLMC Witness Service
- Probation Service
- Blackfriars Crown Court
- Women's Aid
- Eaves Women's Aid
- Police in Hammersmith and Fulham, and in Kensington and Chelsea; and Police Witness Care
- Victim Support
- Woman's Trust

Standing Together has access to the data of some of its partners, so that it can tell whether they are responding appropriately to DV. For example, it has privileged access to police files, so that it can look both at the overall statistics, and at individual cases, to see if the police responded appropriately. The MARAC (formerly known as the operations group meeting) currently meets monthly and is moving to fortnightly meetings. High risk cases are discussed here, an 'at risk' list is agreed between agencies and a plan is put in place to manage the victim's risk. The meeting is chaired by Standing Together and membership includes: Crown Prosecution Service; Metropolitan Police: Hammersmith and Fulham Community Safety Unit; Probation, lead nurse for child protection, Children's Services (with Housing due to join shortly); and ADVANCE. Although cases are discussed in the meeting, Standing Together also does considerable coordination outside the meeting, as members can be more amenable outside the meeting when agency action may have been problematic.

Other groups are convened on an ad hoc basis. For example, domestic homicide reviews are conducted to look into murders to see how agencies could have acted differently. There were two such reviews convened in 2005/2006. Standing Together has also recently led on trying to convene two further reviews following two recent deaths, one of which was only identified as having a domestic context following analysis of the charity's database. This was useful information for the police investigation of the murder.

The following numbers of victims were supported through the coordinated response last year:

- 1600 victims per year
- 209 very high risk cases appearing at the MARAC
- 225 cases appear in the SDVC (involving both victims and perpetrators).

Based on the financial year 2006/2007 and the fact that in Hammersmith and Fulham there were:

- 1,922 incidents of intimate partner violence reported to police
- 634 referrals to ADVANCE from police, health and housing
- 209 high risk cases referred to the MARAC
- And the estimated costs of the Standing Together coordinated response was £79,545

∅ **The unit cost per domestic violence incident was £41**

∅ **Cost per successful referral to ADVANCE was £125**

Specialist Domestic Violence Court (SDVC)

Why are specialist domestic violence courts (SDVCs) needed?

Domestic violence is not an ordinary crime, because perpetrators have an ongoing relationship with, and access to, their victims. Historically, the criminal justice system has not taken into account the needs and safety of victims, but has focussed instead on bringing perpetrators to account and to justice. Witnesses often withdraw from giving evidence in cases because they feel unsafe participating. When women are supported throughout the court process, and when staff and agencies are trained, prosecution rates improve. There are now 65 SDVC's in England and Wales, and they:

- Bring perpetrators to justice
- Make the victims safer
- Improve each government agency's and voluntary sector agency's response to the victims' needs
- Coordinate all the various agencies to deliver this enhanced response
- Share with other SDVC projects nationally
- Importantly, in an SDVC court, the CPS and the judges/magistrates consistently give clear messages that domestic violence is serious and unacceptable, and do not allow the defence to portray it as a private matter.

West London SDVC

In 2006/2007, 225 defendants had their cases completed in the SDVC: 131 from Hammersmith and Fulham and 94 from Kensington and Chelsea. Approximately two-thirds of victims were supported by one or more designated support agencies.

Staff from Standing Together are in the court every week to monitor cases and record details. The charity uses these details to track whether the court is improving the conviction rate and thus the accountability of the perpetrator. Between 2003/2004 and 2005/2006:

- The number of offenders arriving at the court increased from 221 to 261
- The percentage of defendants convicted increased from 36% to 50%
- The number of early guilty pleas increased from 21% to 25%
- The mean number of hearings per completed case decreased from 4.5 to 3.9 (from a base rate of 7.5 hearings per case prior to the SDVC)
- The average number of days between charge and completion decreased from 96 to 84
- The percentage of discontinuances/withdrawals decreased from 27% to 15%
- The imposition of clear bail conditions, (eg, no direct or indirect contact) is now routine: only 6% of defendants got unconditional bail last year; 60% of community sentences contained an order to attend a perpetrator programme.

(Unfortunately, it was not possible to set an initial base rate for convictions as this data was not collected by the court before the SDVC was set up, therefore we cannot state how much the existence of the specialist court has improved the conviction rate compared to pre-SDVC rates. However, in this context, Standing Together's performance is particularly impressive as the results show an improvement on results that had already improved since the court was established in 2002).

This is an invaluable operational picture that can be used by all agencies to improve, and Standing Together makes sure that this information is shared quickly with its partners.

Standing Together also collates feedback from survivors about their experience in the court. A selection of comments:

'I was really impressed with the Court. It was good to see how seriously they deal with domestic violence.'

'I feel vindicated, like I can finally get on with my life. There are many wonderful people who helped me – the police, CPS and the IDVA.'

'All along I have had the support and reassurance of the IDVA service and the Police and this has made all the difference. When I got to court and saw them, I felt much better.'

Standing Together also coordinates four voluntary sector agencies in the Domestic Violence Witness Support Group, which monitors how policies and procedures are helping victims and witnesses. Standing Together also convenes and administers the quarterly Court Management Group, which is chaired by the Head of Legal Services from the court, and monitors the implementation of the policies, procedures and protocols of the court.

Based on 225 completed cases in 2006/2007 and the cost of SDVC coordination of £64,033:

Ø **The unit cost per court case was £285**

Training

Standing Together works with each partner to ensure that the partners' staff have adequate training on DV issues, procedures and protocols. Its training differs between organisations, depending on how much time is allocated—the charity consulting partners' staff to set clear learning objectives. Before leaving, each participant is asked to complete an evaluation form, which asks whether the course objectives were met, and what trainees plan to change in their practice as a result. Feedback shows:

- 94% of the police officers trained last year agreed or strongly agreed that they were better equipped to respond to incidents of domestic violence and assist victims
- 98% agreed or strongly agreed that they had a better understanding of the dynamics of domestic violence.
- 94% agreed or strongly agreed that they had some useful information and written materials to help them in their job
- 98% agreed or strongly agreed that the training objectives were met

In 2005/2006:

- All new police officers to the borough were trained in domestic violence, as were all CPS admin officers
- 24 Police Witness Care Unit staff were trained in Hammersmith and Fulham and Kensington and Chelsea

In 2006/2007:

- All new police officers were trained in domestic violence—24 in total
- Trained 51 Hammersmith and Fulham Police Safer Neighbourhoods Teams
- Maintained and facilitated domestic violence training for health professionals at Charing Cross A&E department, Charing Cross Walk in Centre and Parsons Green Walk in Centre
- Delivered training on Multi Agency Risk Assessment and Risk Management for Standing Together Partners
- Delivered training for the new Brent SDVC. Overall trained 50 magistrates and 20 key staff.

Based on 2006/2007 and assuming:

- 12 training courses held, with 106 trainees
- SDVC review with 12 partner agency representatives (36 attendees)
- Project cost of £27,413

∅ **Unit cost per event was £1,828**

Unit cost per trainee/agency representative was £193

Health Project

The aim of the Health Project is to create institutional change in the health service's response to domestic violence. The project is based at three health sites within Hammersmith and Fulham: Charing Cross Accident and Emergency; Charing Cross Emergency Primary Care Access Service; and Parsons Green Walk In Centre.

Standing Together trained staff on the importance of domestic violence and protocols for routine enquiry. The program then implemented routine domestic violence enquiry, documenting abuse and referring to other agencies. Standing Together installed necessary monitoring and evaluation procedures to see if the project was succeeding. It also aims to increase the profile of domestic violence as a health issue and mainstream domestic violence interventions.

Between 2003-2007:

- 81 members of staff were trained on domestic violence awareness
- 66 members of staff were trained on domestic violence protocol; and 8 members to be protocol trainers
- 4,976 patients were questioned about domestic violence; and 215 patients disclosed domestic violence
- 93 referrals were made to ADVANCE from health sites
- 993 domestic violence leaflets were taken

The charity does not collate outcomes for the health project, partly because the Department of Health will not allow individual files on patients to be examined. What it does know is that just under 2% of patients that are questioned are referred to ADVANCE. These victims are often then found to have more complex needs than they were expecting; they were often simply seeking a cure for their presenting symptoms, rather than seeking to confront the realities of the abuse they were suffering.

Consultation

Standing Together regularly consults with local survivors of domestic abuse to find out about their experience with authorities, writing reports detailing the comments and lessons learnt, which are then used to inform partners about what needs to be done to help victims more effectively. The charity advises the government and local authorities on domestic violence strategy.

Anthony Wills spends over half his time on consulting. He has done in-depth work on a number of reviews, given speeches and presentations, as well as consulting to projects and partnerships. He is also currently doing a research project to establish the scale of help-seeking by DV victims to the broader statutory sector. This work includes:

Work with central Government and Local Government Association (LGA)

- Specialist Domestic Violence Court review, working with Home Office, CPS and HM Courts Service
- Expert panel member in relation to SIM Group (SDVCs, Independent Domestic Violence Advisers, MARACs)
- DV consultant to LGA developing effective DV partnerships.

Consultancy to projects and partnerships

- Wakefield – developing a coordinated response
- Camden & Islington – introducing an SDVC
- Sunderland – developing a Domestic Violence strategy
- Hillingdon – SDVC and a coordinated response
- Lancashire – developing a coordinated response
- Durham – reconfiguring the Domestic Violence forum
- Board member of the Metropolitan Police Authority Domestic Violence Board.

Standing Together does not collate outcomes from its consultancy work but has received positive testimonials for its work. It is now intending to systematise this process to enable an assessment to be made of the value of its consultancy.

Based on consulting survivors in 2006/2007 and producing three products at a cost of £14,135:

1. The experience of witnesses undergoing the court process
2. LGBT victims and their experience of the response from the sector
3. Analysis of ADVANCE case outcomes

The unit cost per product was £4,712

Case Study

Faryal is an Iranian woman who suffered years of severe abuse from her husband. She lived with him and their two young children. Her sister lives with her disabled brother and very elderly parents. Faryal was brought to the attention of ADVANCE by chance through a mental health worker, V, who was working with Faryal's brother who has learning difficulties. Faryal's sister, H, said to V how bad the abuse was, and that the abuser was also harassing her, her brother and Faryal, and assaulting Faryal in front of the children.

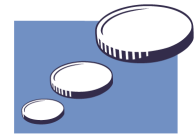
Faryal was stabbed in the head and did not seek help from anyone—A&E, the police or a solicitor. ADVANCE helped her by working through her sister, H, because Faryal could not speak any English and was very afraid of seeking help.

Six weeks later the husband broke a bottle over Faryal's head and beat her up. Faryal asked H to ring ADVANCE and tell them, which she did. ADVANCE rang Faryal and talked with her. They made a solicitor's appointment and tried to persuade her to go for treatment at a hospital, but she wouldn't. That night A&E rang ADVANCE to say there was a woman in with injuries. It had screened her for domestic violence under its protocol with Standing Together. ADVANCE realised the victim was Faryal, the same woman who had never sought medical help before.

Faryal went with her sister to a solicitor and got a non-molestation and occupation order. Her husband moved out of the property. He tried to take their children from school, but the school rang Faryal because she had given a copy of the injunction to the school. The school was not covered in the injunction, so Faryal went back to court to get the injunction extended.

So, Faryal went from being a woman who would not engage with any authority to one who has, with the support advocates, used health and Court services to get help and protection. Her address and her parents' address were flagged with the police to receive priority attention if needed. Social Services was told that her brother had special needs and was also in danger from the perpetrator, so SSD put arrangements in place to protect her brother and her elderly parents.

Standing Together: Update, September 2009



New
Philanthropy
Capital

Developments since NPC analysis of October 2007

NPC has undertaken no formal analysis since October 2007, although conversations with the charity are continuing. There have been no major changes to the charity since this analysis was undertaken. The staff team at Standing Together has grown over this time. Beryl has a new title (operations manager) and the role of partnership manager has evolved.

Staff at the charity have managed to negotiate better access to police files—unprecedented access which allows Standing Together to do its work increasingly effectively.

Income rose in the year to March 2008 to £321,000 but fell the following year to £292,000. Just over half of the charity's income comes from the statutory sector. The amount of income from sales and fees doubled between 2008 and 2009, showing the success of the chief executive's role.

The year ahead

The work that Standing Together does with health professionals is beginning to take off—the charity looking to get more funding for this strand of its work from statutory funders in this area.

The charity is also putting increasing effort into convening conferences around the country, and we expect this to continue in the year ahead as the charity shares its experience and best practice in other areas.