

Principle 9: Strategy and governance - performance management and governance of your MARAC

What is the principle?

The MARAC process is embedded in key local partnerships to promote sustainability.

Why is this principle important?

MARACs are an effective mechanism for dealing with high risk cases of domestic abuse, and this principle highlights the need to sustain this effectiveness and to provide adequate resources to the process. Sustainability will be achieved through the embedding of these principles, and by ensuring the strategic commitment of key partnerships and constituent agencies in terms of resources, practice and standards. Having a successful and sustainable process will ensure your MARAC meets best practice standards, thereby increasing the efficacy of your area's domestic violence strategies and demonstrating that you are saving public money locally.

How will the evidence be assessed?

The assessment criteria are looking for evidence of best practice and your MARAC will be awarded a RAG rating (Red, Amber or Green) based on the evidence you submitted relating to policies, procedures and implementation. We will also use evidence provided in the responses to the Multi-Agency Questionnaires to assess this principle

Best practice: Your area has an operating protocol and a steering group that oversees the MARAC. You may have adopted NI 32 within the local area agreement and/or have made a clear commitment to the process long term. This might be reflected in main stream funding for the co-ordinator's post and the IDVA service as well as inclusion of the MARAC representative function in key job descriptions. MARAC is in key local strategies for reducing domestic violence and violent crime.

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Guidance on principle 9

(figures below relate to the QA resource pack, June 09 - Feb 10 edition)		Why is this important?
9.1	Do you have an operating protocol for your MARAC which is signed by relevant agencies and up-to-date?	We recommend that each MARAC should have an operating protocol which sets out the terms under which each agency is committed to the process. This needs to be kept up-to-date on an annual basis, or more frequently if necessary.
9.2	Do you have a MARAC steering group, or other accountable body or governance structure that meets regularly?	It is important to have some sort of governance structure for your MARAC, such as a dedicated steering group which in turn would report to your local strategic partnership or similar. It may be that there is an existing steering group which has the right membership and authority to take on this role in relation to MARAC. This will help to ensure that there is clear accountability for each agency that is involved in the process, that the process is performance managed on a regular basis and that practical issues that are raised by those involved in the meeting can be addressed at a strategic level. Such issues include funding, attendance, analysis of statistics, clarity of roles, links with other multi-agency fora and training.
9.3	Does this body have the authority to uphold the key principles and hold partner agencies to account?	In practice, we know that in many areas individual practitioners are making the decision to attend MARAC independently, and that their position would be greatly strengthened if they had the strategic support from senior managers in their respective organisations.
9.4	If so, is it attended by the key MARAC agencies at an appropriate level?	Ideally, the steering group needs to have a senior manager from each agency that is part of the MARAC represented.
9.5	Are there strategic leads for MARAC within the key agencies at MARAC?	We recommend that there should be a named strategic lead for MARAC within each of the key agencies that are represented there.
9.6	Have you adopted NI 32 in your Local Area Agreement or identified MARAC as a key strategic priority in your local strategic partnership, LCJB or CDRP for example?	There are a number of performance indicators relating to violent crime, PSA 23 & 24, and more recently NI 32 which is a specific indicator looking at reducing repeat victimisation as a result of MARAC. Understanding how MARAC can contribute to these key performance indicators will be important in getting longer term buy-in for the process.
9.7	Is the throughput of the MARAC and repeat cases monitored and	Reporting on repeat victimization at MARAC will be encouraged due to the inclusion of MARACs within the National Indicator set (NI32). Monitoring your level of repeat

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	performance reviewed on a quarterly basis?	victimisation, source of referrals and diversity of MARAC cases will assist you in ensuring your MARAC is effective for all high risk victims.
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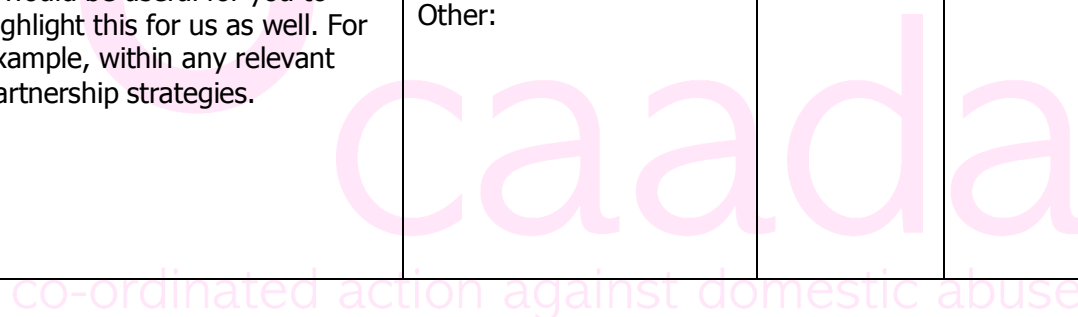
Principle 9 evidence grid

Sub-principle		What are we looking for?	Evidence for this sub-principle:	Evidence submitted? Yes or No.	Where is the sub-principle illustrated within the evidence submitted?
9.1	Do you have an operating protocol for your MARAC which is signed by relevant agencies and up-to-date? ¹	We will review your MOP against the checklist provided as part of the Quality Assurance process to assess whether it is fit for purpose, has been signed, is up-to-date and is scheduled for review. If these details are not contained within the MOP itself, you should identify whether any other evidence is available indicating when this will happen. For example, minutes from a Strategic Group.	MOP (signed or with signatories attached)		
			Evidence of a scheduled review date		
			Other		
9.2	Do you have a MARAC steering group, or other accountable body or	Evidence that there is a dedicated Steering Group for the MARAC (or other body that is operationally accountable),	Terms of Reference and/or minutes from the Steering Group		

¹ For details on operating protocol see appendix

	governance structure that meets regularly?	<p>which meets at least quarterly. Terms of Reference and minutes from the Steering Group would provide this evidence.</p> <p>We are also looking for evidence that this group reports to a local strategic partnership (e.g. Crime and Disorder Partnership) which itself addresses issues at a strategic level; this evidence may be available in minutes of the Strategic Group, a strategic needs assessment relating to the MARAC or high risk victims of domestic abuse. It would help us understand the local partnership if you provide a structure chart.</p>	Strategic Group minutes		
			Strategic Needs Assessment or other reports relating to the MARAC		
			Structure chart of the local partnership		
			Other:		
9.3	Does this body have the authority to uphold the key principles and hold partner agencies to account?	We are looking for evidence that the Steering Group addresses practical issues. This can be evidenced using the minutes from this meeting.	Two examples of Steering Group minutes		
			Other:		
9.4	If so, is it attended by the key MARAC agencies at an appropriate level?	Steering Group minutes indicating that this meeting is attended by senior management from MARAC agencies, including the 'key agencies'.	Two examples of Steering Group minutes (can be those used for 9.3)		
			Other:		

9.5	Are there strategic leads for MARAC within the key agencies at MARAC?	Evidence could be provided in a brief paper by the Domestic Violence Co-ordinator detailing the strategic work that has been undertaken, a MARAC action plan (including any local training on the MARAC) or a domestic violence strategy.	Note from Domestic Violence Co-ordinator		
			MARAC action plan		
			Domestic violence strategy		
			Other:		
9.6	Have you adopted NI 32 in your Local Area Agreement or identified MARAC as a key strategic priority in your local strategic partnership, LCJB or CDRP for example?	This can be evidenced through strategic papers showing that the MARAC has been adopted as a priority indicator in the Local Area Agreement (LAA). If NI32 is prioritized in some other way, it would be useful for you to highlight this for us as well. For example, within any relevant partnership strategies.	Copy of LAA or confirmation that NI32 has been adopted		
			Any relevant partnership strategies		
			Other:		



9.7	Is the throughput of the MARAC and repeat cases monitored and performance reviewed on a quarterly basis?	This sub-principle is looking for evidence that the performance of the MARAC at the Steering and Strategic Group level is being monitored and that actions are taken to improve performance. This could include evidence that this data is being captured (for example, using the MARAC data form); the minutes of the Steering Group where actions arose to improve performance; or evidence relating to strategic engagement as provided for 9.2. For example, this could be a Strategic Needs Assessment or action plan.	MARAC data form		
			Two examples of Steering Group minutes (can be those used for 9.3)		
			Other evidence relating to Strategic engagement as provided for 9.2		
			Other:		



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