



ASSOCIATION OF  
**CHIEF POLICE OFFICERS**

The leadership challenge:

changing what and how we all  
respond to Domestic Abuse

Chief Constable Carmel Napier of Gwent Police & ACPO lead for  
Domestic Abuse

# **Domestic Abuse: “Protecting Victims & Tackling Perpetrators**

- Context
- Challenges facing us
- What I am/am not going to do about it
- So what is my leadership about
- My vision
- Our solutions
- Performance framework
- Front line responses
- Any questions

# Context

- Volume Crime 392,000 incidents yearly
- Repeat victimisation accounts for 66%
- DA accounts for 1 in 7 of all violent crime
- On average 2 women a week and 7 men every quarter will be killed
- Huge impact on children & families
- Each murder costs over £1 million
- DA costs tax payer est. £3.9 billion a year

## Context continued...

- Key objective in Welsh Govt “Programme for Government” & UK Govt
- WG 10,000 Safer Lives Project
- WG “The Right to be Safe” and WG/UK Govts Violence Against Women Strategies
- WG Domestic Abuse Bill
- Human Trafficking; FGM; Forced Marriage

## **Case – Example Significant Resourcing**

- Gwent murder 2010
- SIO structure supported by 33 detectives
- Substantial multi-agency involvement before and after
- Long term FLO strategy
- Significant forensic costs
- Community Impact –family, communities, all agencies
- 15 month investigation and still ongoing
- Coroners Court; IPCC investigation; DHR etc
- Overall budget constraints
- Reputation and public confidence.

# Domestic Abuse Services Impact

- High volume of reported incidents & crimes
- High levels Risk/Threat/Harm
- Reputational and public confidence issues
- Budget - Value for Money – austerity focuses minds
- Partnership & cross portfolio working
- Who responsible/accountable for what
- IPCC, DHR, SCR, - lessons learnt
- Current reactive rather than prevention focus

# Challenges facing us

- Putting the victim(s) first
- Have services to support & deal with the perpetrators
- Addressing society and cultural awareness/values/standards
- Defining the Police and other agencies role/responsibilities/accountabilities
- Public Sector arrangements
- Inconsistencies in approaches & duplication of effort
- Confusing DA definition – being addressed
- Aligning resources to meet demand
- Financial opportunities from austerity

## **So what am I going to do about it?**

- Look at and present the evidence
- Seek the views of victims, perpetrators, families, professionals, researchers, communities
- Understand where the activities & resources are spent
- Seek to understand the blockages - who, what & why
- Mobilise and work with key influencers
- Have a vision that I share and develop/agree with others
- Develop with others a plan and deliver it
- In the meantime get going: identify “quick wins”, improve service, create the momentum, move with coalition of the willing, save lives!



## So what am I not going to do ?

- Go away!
- Give in
- Accept from anyone that this is not a priority
- Accept that they haven't the time, money, people to do the right thing
- Accept that this is cultural practice and we have to “run with it”
- Wait for those for won't get “on the bus”
- Have strategies/policies/business cases going nowhere

# So what is my leadership about?

- Being clear, precise, operationally succinct
- Doing the right thing & deliver what we promise
- Create ethos of excellence of service, humanity & integrity
- Passionate
- Recognise, mentor and reward our people who deliver
- Get our people to believe it can and will be done .... and done today – create that sense of pace, creative energy
- Everyone plays a part – this is about “team” – no “silos”
- “Tough love”
- Hard work

# Vision

Working with partners to deliver :

- a prevention focus
- improve our service delivery by taking a victim centred approach
- a timely and effective quality service to victims and their families
- a programme that holds perpetrators to account for their actions and provides them with support to address their behaviours.
- provide VFM, timely, efficient and effective integrated services to victim, their families and perpetrators.

# **Our first step solutions . . . . .**

- Domestic Abuse Conference Call (DACC)
- Sharepoint IT
- Remove bureaucracy, duplication and over audit
- Holistic and timely Public Sector approach
- GIRFT on time
- Information Sharing
- Early Intervention
- Specific Role/Responsibility
- Risk Management Plan

# 'Front line' Response

- Consistent approaches
- Critical Incident considerations
- DASH risk assessment tool
- Use of NDM within case management
- Definition changes
- Supervision model
- Risk Manage/Safety Plans
- Specialist investigators 'owning' every case – holistic approach
- Early multiagency involvement – to meet needs of victim/children/perpetrators
- Regular review – DACC, MARAC and performance outcome focus

## **Proposed Performance Framework**

- From point of 1<sup>st</sup> contact
- Call handling assessment
- Appropriate risk assessment and regular review
- Command and control
- Appropriateness of arrests
- Offenders brought to justice
- Repeat incidents
- Early intervention / prevention
- Timeliness & effectiveness of service provision

## Other developments

- Domestic Abuse investigation check list
- Clare's Law
- DVPO's
- Restorative Justice; conditional cautioning; cautioning
- Perpetrator Programme evaluation and standards
- Workplace Policy
- Education programmes/opportunities
- Tec SOS
- MASH principles
- 10,000 Safer Lives - WG

## **Other developments continued...**

- Domestic Abuse Bill - WG
- Forced Marriage legislation
- Police service – Wales and England national standards
- Female Genital Mutilation
- Human Trafficking
- Missing persons
- Violence Against Women Bills
- PCC and Commissioning



## **The leadership challenge – changing what and how we all respond to domestic abuse**

- Thank you for listening
- Remember: it's about leadership, it's about saving people's lives, we can and will do it
- Any questions?