



# Violence Against Women, Domestic Abuse & Sexual Violence Strategy

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*Swansea*

**2018 - 2022**

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## National Context

Swansea, along with the Welsh Government, recognises that violence against women, domestic abuse and sexual violence (VAWDASV) is a violation of human rights. It is both a cause and consequence of gender inequality and disproportionately affects women and girls. Whilst it is important to acknowledge that women and girls are overwhelmingly affected by VAWDASV, we also recognise that men and boys can experience and be affected by violence and abuse.

Internationally this has been acknowledged by the Council of Europe (Convention on Preventing and Combatting Violence against Women and Domestic Violence) and the United Nations (Declaration on the Elimination of Violence against Women) and the UN Sustainable Development Goals 2030).

### **The UN Declaration defines Violence against Women as:**

- All acts of gender-based violence that result in, or are likely to result in, physical, sexual, psychological, or economic harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or in private life.
- This encompasses, but is not limited to:
  - (a) Physical, sexual and psychological violence occurring in the family, including battering, sexual abuse of female children in the household, dowry-related violence, marital rape, female genital mutilation and other traditional practices harmful to women, non-spousal violence and violence related to exploitation;
  - (b) Physical, sexual and psychological violence occurring within the general community., including rape, sexual abuse, sexual harassment and intimidation at work, in educational institutions and elsewhere, trafficking in women and forced prostitution;
  - (c) Physical, sexual and psychological violence perpetrated or condoned by the state, wherever it occurs.

### **The UK Home Office Definition of Domestic Abuse (2013) is;**

'Any incident or pattern of incidents of controlling, coercive or threatening behaviour, violence or abuse between those aged 16 or over who are or have been intimate partners or family members regardless of gender or sexuality. This can encompass, but is not limited to, the following types of abuse:

- Psychological
- Physical
- Sexual
- Financial
- Emotional

### **Controlling Behaviour**

An act designed to make a person subordinate and/or dependant by isolating them from sources of support.

### **Coercive Behaviour**

An act or pattern of acts of assaults, threats, humiliation and intimidation or other abuse that is used to harm, punish, or frighten the victim.

## **Sexual Violence**

Any sexual act which has not been consented to can be classed as sexual violence. Sexual violence can include but is not limited to;

- Rape
- Sexual assault
- Child sexual abuse
- Sexual harassment
- Sexual exploitation
- Ritual abuse
- Forced to watch pornography

Sexual violence is more likely to be perpetrated by someone close or known to the victim and can happen in a variety of ways in a number of settings; in a private or public space.

Although the vast majority of sexual violence is perpetrated against women and girls, sexual violence against men and boys is a significant problem.

- 5-10% of men and 30% of women report a history of childhood sexual abuse
- Nearly half a million adults experience sexual violence in England and Wales every year
- 90% of those who are raped know the perpetrator prior to the assault
- 1 in 5 women have experienced some form of sexual violence since the age of 16

Anyone can be a victim of sexual violence at any stage in their life and it is never their fault.

## **Scope of the Strategy**

This Strategy applies to all citizens of the City & County of Swansea. We recognise that Swansea has a diverse population, with citizens of different backgrounds and demographics. We want our services to be accessible to ALL that need them and will endeavour to deliver services that fulfil these needs.

In line with our commitment to equality, this Strategy recognises that VAWDASV cannot be tackled by one agency alone, with a multi-agency approach needed for work to be effective for all those that seek advice and support. This is therefore a Partnership document.

## Our Vision

**All citizens in Swansea to be safe, happy and healthy and live free from violence and abuse in all its forms.**

*This will help us achieve....*

A Swansea that is a place which is more prosperous with a **skilled and well-educated** population, less characterised by the contrast and extremes of **poverty** across the city. We want **to improve well-being** so that communities **are safer, healthier, more cohesive** and **adaptable** to change so that everyone can be **enabled to reach their potential**.

## Our Aspirations

**The collective partnership aspirations for addressing Violence against Women, Domestic Abuse and Sexual Violence in Swansea are to;**

- Ensure the voice of the service user is heard and listened to
- Ensure the right support in the right place at the right time
- Enable early identification of need and early intervention
- Target services working with a whole family approach to empower families to problem solve, build resilience and sustain change.
- Deliver services through collaborative multi-service and multi-agency working,
- Provide services in a proactive, timely way to prevent escalation of need and to de-escalate existing need
- Provide assistance, whatever the need and support (equality)

## Legislation

There are several pieces of legislation that impact on the work within this Strategy, which we will take into account in the delivery of our future work.

## The Violence against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015

The purpose of the VAWDASV Act is to improve prevention, protection and support for people affected by VAWDASV across Wales. There are two duties placed on public bodies within the Act, which will strengthen services. These are;

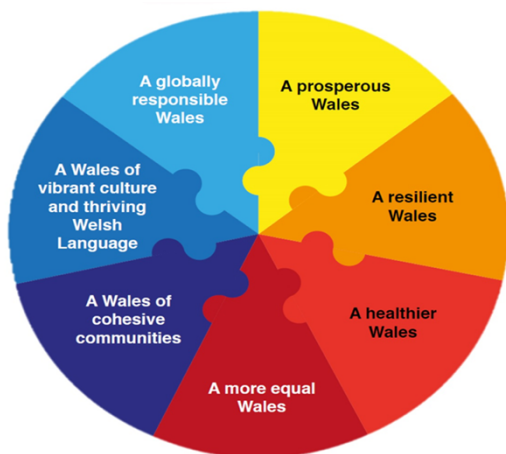
- **National Training Framework**  
A Framework of training to help professionals deal with disclosures of abuse and ensure a consistent approach across services
- **'Ask & Act'**  
A simple approach that will require professionals to identify symptoms of abuse, ask service users if they are experiencing abuse, and to act appropriately on any disclosures

<http://gov.wales/docs/dsjlg/publications/commsafety/160317-national-training-framework-guidance-en.pdf>

## The Well-Being of Future Generations (Wales) Act 2015

The legislative requirements regarding strategy are set out in the Violence against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015.

The Well-Being of Future Generations (Wales) Act became law. The Act places new requirements on Welsh Government along with 43 other public bodies across Wales to think more about the long term, work better with people and communities and each other, look to prevent problems and take a more joined up approach (*Shared Purpose, Shared Future*).



The Act is about improving the social, economic, environmental and cultural well-being of Wales, now and in the future. Public bodies need to ensure that, when making their decisions, they take into account the impact they could have on people living their lives in Wales in the future. To make sure there is a cohesive the vision, the Act puts in place **seven goals for the Well-being Future Generations** which are relevant to the prevention of VAWDASV and support of survivors.

The Act puts in place a **'sustainable development principle'** which tells organisations how to go about meeting their duty under the Act, these 5 ways of working are:

**Long Term** – The importance of balancing short-term needs with the need to safeguard the ability to also meet long term needs

**Prevention** – How acting to prevent problems occurring or getting worse may help public bodies meet their objectives

**Integration** – Considering how the public body’s well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.

**Collaboration** – Acting in collaboration with any other person (or different parts of the body itself) that could help the body meet its well-being objectives.

**Involvement** – The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.

The Statutory Guidance for Part 4 of the Well-being of Future Generations (Wales) Act 2015 outlines the collective role for public service boards. The Statutory Duties which can be discharged via a Local Well-being Plan are outlined in Annex A of this document. In terms of Violence against Women, Domestic Abuse and Sexual Violence the table on page 44 outlines the legislation, duty, planning requirements and partners. The development of a Violence against Women, Domestic Abuse and Sexual Violence Strategy will meet the Statutory Duty and feed into the development of a Local Well-Being Plan.

## **The Social Services and Well-being (Wales) Act 2014**

The Social Service and Well-Being (Wales) Act emphasises the importance of a coherent approach to preventative work within our communities and it defines what these services are expected to achieve:

- Helping families stay together safely
- A key focus for all services and begins with early identification of need and effective early intervention.

The fundamental principles of the Act are:

- Voice and control – putting the individual and their needs, at the centre of their care, and giving them a voice in, and control over reaching the outcomes that help them achieve well-being.
- Prevention and early intervention – increasing preventative services within the community to minimise the escalation of critical need.
- Well-being – supporting people to achieve their own well-being and measuring the success of care and support.
- Co-production – encouraging individuals to become more involved in the design and delivery of services

This provides a legal framework for improving the well-being of people who need care and support. This will include those experiencing VAWDASV.

## **The Housing (Wales) Act 2014**

This enshrines in legislation the role of the Local Authority in preventing and alleviating homelessness. This Act specifies whether a person in a household is at risk of VAWDASV.

<http://gov.wales/topics/housing-and-regeneration/legislation/housing-act/?lang=en>

## **The Renting Homes (Wales) Act 2016**

This sets out a new approach to joint contracts/tenancies, which will help survivors by enabling perpetrators to be targeted for eviction.

<http://gov.wales/topics/housing-and-regeneration/legislation/rentingbill/?lang=en>

## **Service User Engagement**

Service user voices are crucial to the planning and delivery of VAWDASV services. Those that have experience of VAWDASV are the experts in what services need to deliver to be effective. Service user engagement is more than consultation; it is about listening to what is being said and using the skills and expertise of service users in partnership work.

To this end, we have undertaken a number of ways to engage with service users including consultation events, workshops and drop-in sessions. A Service User Rep also sits on our VAWDASV Operational Group to ensure a service user voice in our operational service delivery.

- **Are You Listening and Am I Being Heard? Report**

*Survivor Consultation: A report of the recommendations made by survivors of violence against women, domestic abuse and sexual violence, to inform the National Strategy in Wales.*

Understanding how survivors of domestic abuse, sexual violence and other forms of violence against women use and experience public services is key to improving the effectiveness of prevention, protection and support services and systems in Wales.

Survivors' voices and experiences must also be central to informing the development and delivery of legislation, policy and strategy in order to ensure systems and services best meet survivors' needs and action is taken to prevent violence and abuse in the short and longer term.

[http://www.welshwomensaid.org.uk/wp-content/uploads/2016/03/Are\\_you\\_listening\\_and\\_am\\_I\\_being\\_heard\\_FINAL\\_July\\_2016.pdf](http://www.welshwomensaid.org.uk/wp-content/uploads/2016/03/Are_you_listening_and_am_I_being_heard_FINAL_July_2016.pdf)



- **Your Opinion Matters Project**

This was a 3 year Project, which ran between 2013-16 as part of the Big Lottery funded Community Voice Programme and managed by Swansea Women's Aid.

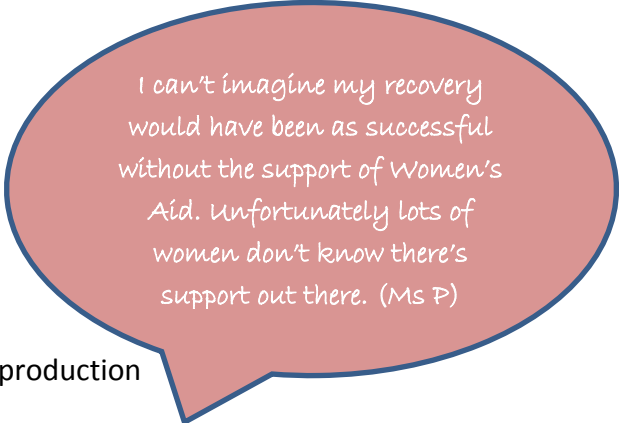
The Project;

- ✓ Developed a coherent voice for survivors of domestic abuse that was informed and could inform service delivery
- ✓ Encouraged enablement and skills enhancement of disadvantaged women, young people and children
- ✓ Promoted and established the enablement of service users to review and inform service provision of public services
- ✓ Gave an increased value to and recognition of survivors of domestic abuse and the invaluable insight they possess on services and what they need

The Project was so successful that a Service User Forum has now been set up to further support survivors, and to be a part of the VAWDASV Partnership.

- **Other Involvement**

- ✓ Individual agency feedback via comments boxes
- ✓ Consultation and workshop events
- ✓ Surveys including electronic and paper means
- ✓ Social media
- ✓ Weekly meetings at Refuge



*I can't imagine my recovery would have been as successful without the support of Women's Aid. Unfortunately lots of women don't know there's support out there. (Ms P)*

Over the next 5 years of this Strategy, we will work towards co-production

of VAWDASV services with service users. We will develop a clearer process for undertaking this, ensuring that service user voices have a high profile within our work.

## **Local Evidence of Need**

In Swansea we have a range of services that provide support and assistance to those who are experiencing VAWDASV. Below gives an indication of the level of take-up we are currently supporting. As VAWDASV is largely a hidden crime, we are aware that these numbers are the tip of the iceberg.

Co-locating agencies prevents duplication, enables information sharing, early identification and intervention and ensures the right support at the right time by the right service. The proposal is compatible with the recommendations of the CAADA (now SafeLives) report to the Police and Crime Commissioner of South Wales (2014) that;

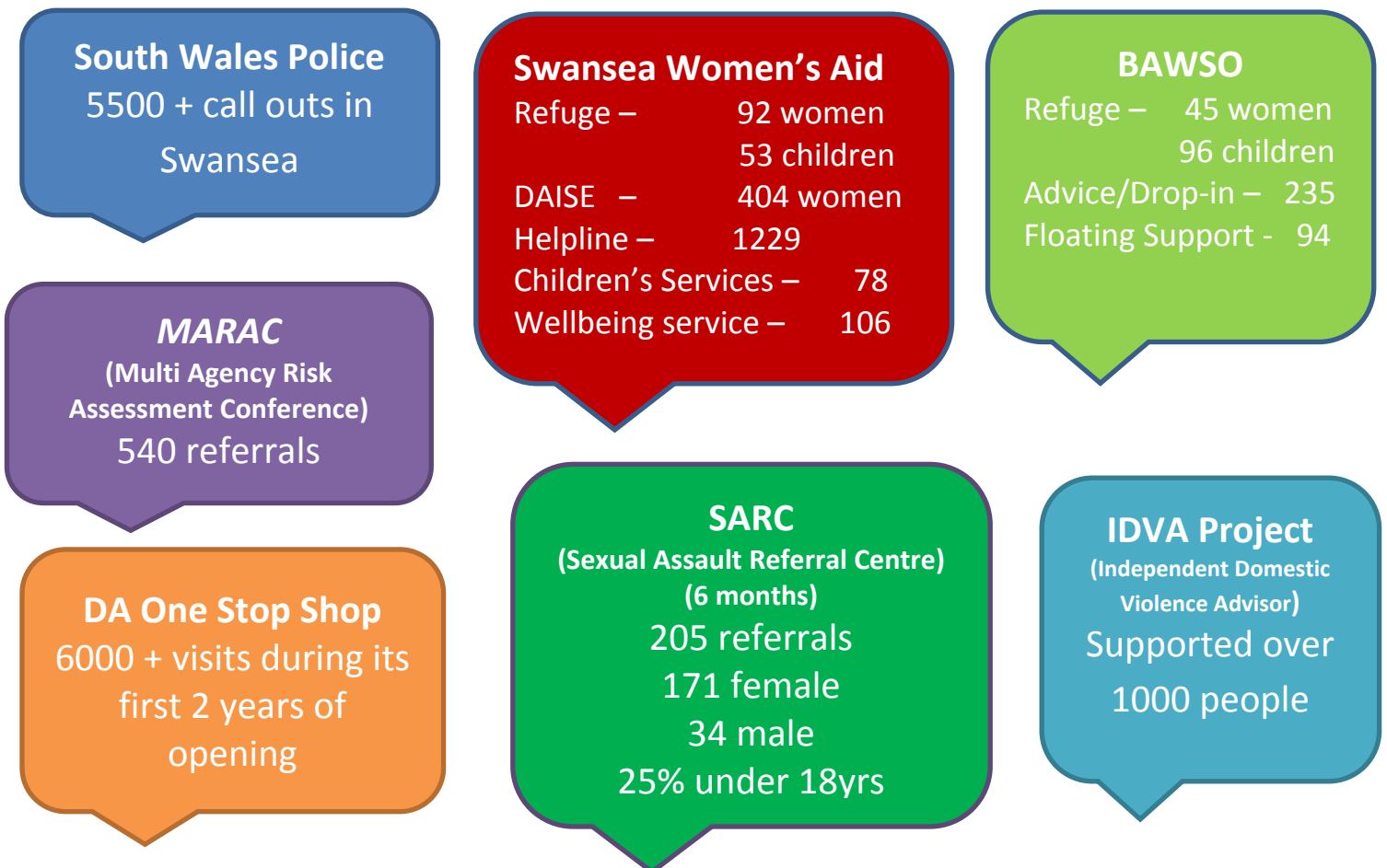
- children and families will receive a consistent, professional and reliable response that combines both specialist support and brings together the professional expertise of partner agencies in this complex area so that both risk and needs can be met;

- they will receive a service that is empowering and responsive with their personal situation;
- the response to victim, child, and perpetrator will be coordinated whether they are adults, children or young people and
- their experience will be captured systematically and used to inform future service development

Opportunities to intervene early will be maximised by;

- creating a consistent care pathway from identification to case closure which will help to reduce the risk of domestic homicide and child deaths;
- consistent data which will provide the opportunity to learn and develop provision;
- being part of a resilient team with the full breadth of expertise required to meet the needs of all clients;
- clear referral pathways;
- supportive training and a 'lead professional' role in universal agencies to build confidence in asking victims, children or perpetrators about domestic abuse
- an ability to identify those at risk earlier through early intervention and
- an ability to help more potential victims, and ultimately reduce the incidences of Domestic Abuse.

### 2017 saw .....



The **Domestic Abuse Hub**, a provision for children and their families, taking a ‘whole family approach’ to support became operational in Feb 2016. The project was piloted as a more appropriate alternative to sending all police PPNs (Public Protection Notices) to Child & Family after a police call out to an incident. As the overwhelming majority of PPNs would not hit the threshold for Child & Family intervention, this has meant that Child & Family are now free to use their valuable time and resources on appropriate referrals.

Referral via PPN	2014-15	2015-16	2016-17
No: of PPNs received	3555	3481	4047
No: provided with information and advice	280	434	466
No: allocated to DA lead worker for assistance		22	433
No: passed to SCP for assistance	481	325	76
Total No in receipt of information, advice and assistance	761	781	975

With both the Welsh Government and UK Government prioritising VAWDASV, and the introduction of new legislation, future demand for services is expected to rise. Future service planning will need to take into account the whole range of risk levels associated with those affected. Whereas it is hoped that more people will be identified at an earlier stage of the abuse, it is recognised that a range of services will need to be provided while those at high risk of abuse are still being identified.

### **Western Bay Population Needs Assessment**

The Western Bay population needs assessment exercise undertaken by social services and the health boards working through a joint committee to gather information on wellbeing and the barriers to achieving wellbeing for people who need care and support and their carers has identified Violence Against Women, Domestic Abuse and Sexual Violence as one of its core themes. A link to the full assessment can be found below.

<http://www.westernbaypopulationassessment.org/en/violence/#area>

## Regional Working

In line with Welsh Government's development of the Violence Against Women, Domestic Abuse & Sexual Violence (VAWDASV) Sustainable Funding Model, Swansea will progress towards establishment of regional working and governance arrangements in preparation for 2018-19 allocations of funding and onwards. Plans will be developed to establish regional service planning, strategic oversight, commissioning and appropriate shared resources.

### **Rationale for Regional Working:**

The following areas of consideration will be explored as part of developing regional arrangements:

- Health, Social Care and Well-being needs assessments together with service mapping and gap analysis will be analysed to establish if there are logical alignments with neighbouring local authority areas (e.g. shared VAWDASV service providers, similar population issues etc.);
- Natural alignments for people each local authority area will be looked at to establish where do people tend to go for services not available locally (hospitals, shopping, leisure) shaped by geographical considerations (e.g. dividing mountain range), economies of scale or transport issues (public transport connections and ease of road/cycle/walk access);
- Existing collaborative or cross-boundary 'social care' service arrangements and relationships which are already in place will be analysed to look for commonalities (e.g. local health boards, social services arrangements, safeguarding boards, Supporting People, Mental Health, SARCs, APBs etc.) and established which of these work most effectively and the rationale behind these 'groupings';
- Existing cross-boundary criminal justice arrangements which are in place will also be analysed in terms of police areas and PCC commissioning as they could be sub regional. LCJB working arrangements, specialist DV courts and 'region' they cover, MAPPA and MARAC arrangements, offender management schemes and projects will be explored;
- Cross-boundary networks (e.g., of third sector, service users) that are already in place and that work effectively to understand the rationale behind these 'groupings';
- Opportunities for appropriate cross-border governance arrangements (e.g., PSB, CSP, regional collaborative committee etc.);
- Existing co-ordination and commissioning infrastructure that is in place, both locally and in neighbouring authority areas, that could be pooled or are there multi-disciplinary teams involved in social care planning, service design and commissioning.

## Framework for the Strategy

This Strategy will be delivered within a multi-agency, partnership framework with the aims of;

- **Prevention**
- **Protection**
- **Support**

## Strategic Objectives

In line with Welsh Government's National Strategy on Violence against Women, Domestic Abuse and Sexual Violence (2016-2021), we have adopted the following 6 Objectives with a 7<sup>th</sup> added to strengthen our delivery of the Objectives;

**Objective 1:**

Increase awareness and challenge attitudes of VAWDASV

**Objective 2:**

Increased awareness in children and young people of the importance of safe, equal and healthy relationships and that abusive behaviour is always wrong

**Objective 3:**

Increased focus on holding perpetrators to account and provide opportunities to change their behaviour based around victim safety

**Objective 4:**

Make early intervention and prevention a priority

**Objective 5:**

Relevant professionals are trained to provide effective, timely and appropriate responses to victims

**Objective 6:**

Provide victims with equal access to appropriately resources, high quality, needs led, strength based, gender responsive services

**Objective 7:**

Prepare robust evidence to inform our work

Each strategic objective detailed on the following pages outline the areas for development that the VAWDASV Partnership will focus on over the next five years.

These strategic objectives form the base of a five year Action Plan which will give clear outcomes, identify leads and key partners who will contribute to progressing the actions and the outcomes identified.

The Action Plan will be developed by the VAWDASV Partnership to ensure strong senior buy in, ownership and responsibility. Through this process, each partner will identify actions, expected outcomes, and strategic leads.

## Measuring Progress

Annual Action Plans will be developed to drive forward specific actions from the Strategic Objectives. These Plans will be monitored through the VAWDASV Monitoring & Delivery Group, VAWDASV Strategic Group and the Safer Swansea Steering Group.

Key Performance Indicators on a local level will include:

- Looking at personal information and family changes such as;
  - ✓ Number provided with information and advice
  - ✓ Number allocated to lead worker/specialist worker
  - ✓ Number of referrals to groups (one to one, Women's Group, Men's Group, CYP group)
  - ✓ Referrals by demographics (age, gender, ethnicity etc)
  - ✓ Ward from which Public Protection Notifications (PPNs) are received
  - ✓ Referral source for groups
  - ✓ Changes on a safety scale
  
- Wider information will be looked at such as;
  - ✓ Expected increase in PPNs; as we raise awareness then an increase would be expected
  - ✓ Reduction in repeat PPNs: longer term a reduction would be expected, however there could be an increase of repeat PPNs as part of safety plans
  - ✓ Clear understanding of the nature of PPNs and categorisation
  - ✓ Decrease in MARAC referrals
  - ✓ Reduction in MARRC repeat referrals
  - ✓ Third Sector data and support information
  - ✓ Development of a partnership pathway to ensure people access the rights support at the right time through a multi-agency response

## **STRATEGIC OBJECTIVE 1**

### **Increase awareness and challenge attitudes of VAWDASV**

#### **Areas for development;**

- Work in partnership with local media to increase awareness and positive information through National and local campaigns
- Ensure VAWDASV needs are addressed through a Safer Swansea Community Safety Partnership priority workstream
- Promote and provide healthy relationships programmes across multi-agency service provision and sectors
- Roll out WG National Training Framework training to all staff across local authority workforce and other relevant public sector and third sector staff
- Ensure service user voices are heard through development and roll out of variety of models
- Promotion of Domestic Abuse One Stop Shop and the Domestic Abuse Hub as a multi-agency central point of information and support

## **STRATEGIC OBJECTIVE 2**

**Increased awareness in children and young people of the importance of safe, equal and healthy relationships and that abusive behaviour is always wrong**

### **Areas for development;**

- Embed the Health Visiting new service model around healthy relationships and its impact on children
- Develop and promote WG Whole Education Approach to VAWDASV within all school settings and young people's community settings
- Ensure children and young people's voices are heard through development of an appropriate Framework co-produced with young people
- Build stronger links with all tiers of education through the Domestic Abuse Education Welfare Officer located within the DA Hub
- Map service provision for children and young people across all sectors in relation to healthy relationships to avoid duplication and ensure age appropriate delivery models



## **STRATEGIC OBJECTIVE 3**

**Increased focus on holding perpetrators to account and provide opportunities to change their behaviour based around victim safety**

### **Areas for development;**

- Ensure mandated perpetrator groups as part of the court process continue to be developed and delivered through increased promotion to court staff
- Develop Perpetrator Groups for specific groups of people such as women-only, BME, older people
- Map all perpetrator provision to identify gaps, in particular for those that do not have children, and develop a strategy for future provision
- Develop a model for specialist workers to sit alongside police call outs to enhance disclosures and support to victims
- Continue to develop the Equilibrium Men's Group to obtain RESPECT accreditation

## STRATEGIC OBJECTIVE 4

### Make early intervention and prevention a priority

#### Areas for development;

- Continued development, evaluation and promotion of the Multi-Agency Domestic Abuse Hub
- Additional screening of PPN's and all referrals for support from multi agency professionals and partners collated through a single portal via the DA Hub to provide a timely co-ordinated response
- Ensure the client receives a service best matched to identified need at the right time by the right person
- Develop and introduce a Partnership Referral Document in collaboration with all services and professionals who deal with families where domestic abuse has been identified
- Develop and embed robust Information sharing protocols in all multi-agency settings to enhance support and advice
- Ensure our work and vision aligns with the Family Support Continuum
- Further develop coordinated programmes such as the Freedom Programme to ensure consistent delivery
- Evaluate, develop and roll out the 'Key 3' Project to ensure intervention at the earliest opportunity for those who are experiencing the 3 co-existing issues of domestic abuse, substance misuse and mental health
- Evaluate and further develop the MARAC to strengthen the process to ensure appropriate referrals, interventions and outcomes
- Ensure refresher training on relevant and emerging issues is timetabled and undertaken
- The DA One Stop Shop to be used as a focal point for professional advice and support

## STRATEGIC OBJECTIVE 5

**Relevant professionals are trained to provide effective, timely and appropriate responses to victims**

### **Areas for development:**

- Roll out WG National Training Framework (NTF) in line with legislation requirements ensuring appropriate training is offered to each NTF identified Group
- Roll out the 'Ask & Act' training requirements in line with WG guidance to ensure all relevant staff are training taking into account lessons learned from early adopter sites
- Continuation of vulnerability training with the police staff
- Undertake a further Training Needs Analysis to identify gaps in training and develop a regional plan
- Ensure all training, including refresher training, is timetabled and published
- Ensure all training is recorded and evaluated and reported back to WG in line with the requirements of the NTF

## STRATEGIC OBJECTIVE 6

**Provide victims with equal access to appropriately resources, high quality, needs led, strength based, gender responsive services**

### **Areas for development;**

- Further develop accessibility for all across partnership services
- Develop more robust data across services to ensure understanding of client groups and client need and ensure services are accessible to all
- Ensure compliance of Equalities act 2010 recognising all protected characteristics
- Further develop referral pathways between the three key issues of domestic abuse, substance misuse and mental health
- Understand the demands on the IDVA service and look to develop models of delivery based on needs analysis and data

## **STRATEGIC OBJECTIVE 7**

### **Prepare robust evidence to inform our work**

#### **Areas for development;**

- Identify appropriate partnership resources to achieve objectives
- Prepare evidence, based on current needs mapping and services
- Develop and embed a Commissioning Framework
- Develop and embed a Performance Framework
- Ensure strategic links with the development of the Wellbeing Plan
- Ensure robust governance arrangements are in place to facilitate regional working

## Governance Arrangements

The Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV) Strategic Group will drive forward the Strategy, ensuring it feeds into the Safer Swansea Community Safety Partnership and in turn to the Public Service Board.

Any safeguarding issues will be escalated to the regional Safeguarding Adults Board and Safeguarding Children Board when needed.

The aims of the VAWDASV Strategic Group are:

- To set out a multi-agency framework, common ethos and co-ordinated approach to address VAWDASV in Swansea that will be agreed and implemented by all agencies and Partnership groups, and;
- To identify the key actions required to tackle VAWDASV in Swansea focussing on ‘prevention, protection and support;’
- To help safeguard children, young people and vulnerable adults who are at risk of significant psychological and/or physical harm as a result of exposure to VAWDASV;
- To reduce the incidence of violence/abuse to children in collaboration with The Western Bay Safeguarding Children Board (WBSCB);
- To advocate and champion work across the county to tackle VAWDASV;
- To advocate best practice;
- To be open and transparent;
- To improve monitoring and evaluation of existing provision and consider opportunities for service development;
- To ensure issues related to equality and diversity are fully taken into account in all areas of work;
- By implementing these aims, work to achieve the local plans and strategies that include the VAWDASV Strategy and Action Plans, Children & Young People, Operational Safeguarding Policy, Tackling Poverty Strategy, Homelessness, One Swansea Plan, Ageing Well and Strategy for Older People etc, reducing repeat victimisation for those domestic abuse cases being managed by the Multi-Agency Risk Assessment Conference (MARAC), and reducing domestic violence murders.

Members of the Partnership are required to sign up to the aims, purpose and ethos of the Partnership.

A full governance structure is outlined below in Appendix 1, however the groups that feed into the VAWDASV Strategic Group will be monitored annually to ensure they are relevant and delivering the objectives outlined in the Strategy .

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### Appendix 1 – Governance Structure

