National Vulnerability Action Plan (NVAP) Revised 2020-2022 v2

Authorised By: **CC Simon Bailey – Head of NPCC Violence and Public Protection, NPCC**
Review date: **Mar-21**
Source location: VKPP@norfolk.pnn.police.uk

Version	Date Issued	Author	Update information
Version 2	Aug-20	Karen Manners / VKPP	Updated to align to wider developments in evience base (see foreword)
Version 1	Aug-18	DCC Karen Manners	

Foreword

As the NPCC Lead for Violence and Public Protection it is my pleasure to write the foreword for the refreshed National Vulnerability Action Plan 2020-22. I regard the plan as an exemplar of how to take a holistic evidence based approach to a threat to make a real difference to some of the most vulnerable members of society. I am grateful for the dedication and commitment of Karen Manners who has been responsible for so much of the work to produce the new plan.

The plan is a co-branded product from the National Police Chief's Council (NPCC) and the College of Policing (CoP). The plan was unanimously approved by the CoP Professional Committee in July 2020.

The aim of this revised plan is to focus on common themes that span the range of different types of vulnerability: from first response and initial investigations to victim care, first line supervision and leadership. By targeting these areas, this plan is designed to inspire officers of all ranks to adopt a holistic approach when dealing with issues.

The total number of actions included in NVAP were reduced following the national benchmarking exercise conducted in October 2019 by the Vulnerability Knowledge and Practice Programme (VKPP). Those that have been kept in this revised version were reviewed alongside the College of Policing's (CoP) evidence on perennial issues and the findings of the VKPP's ongoing analysis of serious case reviews. Additionally, an Equality Impact Assessment (EIA) has been completed for this revised plan, which has also been reviewed by the College of Policing.

The revised plan now comprises twelve fewer force actions and the sixteen that remain are supported by key evidence and best practice that have been identified by all forty-three forces since the original launch of NVAP. The plan's actions and evidence are now informed by a range of other consultations that have been conducted since NVAP's inception. These encompass the views expressed by all the national leads in the Violence and Public Protection Portfolio, those of national leads in linked portfolios, the twenty leads for public protection in the National Reference Group and the five deputy Home Office directors across vulnerability. HMICFRS have been consulted throughout all the stages of revision and will utilise NVAP in their pre-inspection processes with opportunities to further strengthen include aligning recommendations made being considered.

Furthermore, the revised plan incorporates the work that has been completed on two related projects. Firstly, it draws on the findings from the reorganisation of the National Police Chief's Council (NPCC) to deliver a dedicated strategic function and decision-making body. Secondly, it covers the ongoing implementation of risk of radicalisation as the fourteenth core discipline of public protection.

This revised version of NVAP draws on this extensive range of evidence and concurrent work to provide a concise plan, delivering a clear message for forces to base their approaches to vulnerability on the factors that apply across the spectrum of cases that officers encounter. Assessing the outcomes of the plan's revisions will be vital, which is why this live document will be maintained by the VKPP and reviewed every six months. Further work is in development by the VKPP including a complimentary and robust peer review offering, exploring opportunities for NVAP adoption across partnerships and developing robust associated output and outcome measures.

Chief Constable Simon Bailey QPM
NPCC Head of Violence and Public and Protection Portfolio

NVAP Themes

The National Action Plan is aimed at providing support to policing to deliver 7 identified key themes that have specific actions:

Theme	Description
1. Early Intervention and Prevention	By adopting the principle of professional curiosity, potential indicators of vulnerability can be identified at an early stage, presenting an opportunity for early intervention with partners so that the risk of harm is reduced. This does not always mean referral to other statutory agencies but does mean taking a caring approach to reduce the risk of further harm. E.g. this could be as little as knowing what local and national support services are available and signposting accordingly.
2. Protecting, Supporting, Safeguarding and Managing Risk	All staff and officers to use professional curiosity and an investigative mindset to recognise and respond to vulnerability. Any one incident can have layers of complexity including domestic abuse, alcohol/drug abuse, elder abuse, child emotional abuse and neglect that can lead to other risks such as criminal exploitation, sexual exploitation and vulnerability to radicalisation. The first step is to recognise fully the extent and level of risk present in order that police and partners take effective action to manage the risk.
3. Information, Intelligence, Data Collection and Management of Information	Forces have effective processes in place to gather information and intelligence, especially multi-agency data. Officers and staff use the tools to assess risk effectively in order to consider an appropriate and proportionate response. Each force develops appropriate data and related evidence to ensure that its response to vulnerability is as effective as possible.
4. Effective Investigation and Outcomes	To ensure an effective investigation, staff and officers must engage with vulnerable people in a sensitive and supportive way; maintain an open mindset, responding to the vulnerability, rather than a stereotype. Ensuring the right supportive interventions are in place will lead to appropriate and better outcomes; this is especially important for young people defined as "need to reach" who are engaged in gangs, knife carrying etc, or victims of modern day slavery.
5. Leadership	Leadership is not rank specific! All officers and staff should recognise they are leaders and be empowered to exercise their professional judgement in determining the most appropriate response and support to vulnerable people. Leadership includes ensuring that the correct governance is in place to manage risk relating to vulnerability effectively.
6. Learning and Development	Officers and staff are supported to attain and maintain their wellbeing and the skills and knowledge that they need to recognise and respond effectively to all forms of vulnerability. The outcome will be that staff will be able to work in partnership to take a problem solving approach in addressing vulnerability.
7. Communications	Use sophisticated communication techniques to understand the needs of all internal and external audiences. Utilise information to ensure that people understand how to reduce potential risks, and our officers and staff understand what is expected of them. Vulnerability should be recognised as relating to witnesses, victims, suspects and our staff.

Defining Vulnerability

The College has adopted the THRIVE definition of vulnerability, which states that:

'A person is vulnerable if, as a result of their situation or circumstances, they are unable to take care of or protect themselves or others from harm or exploitation.'

The following infographic and formula underpins their approach with the definition recognising that any person could be vulnerable but it is extrinsic factors acting with intrinsic factors that can make someone suffer or be at risk of harm:
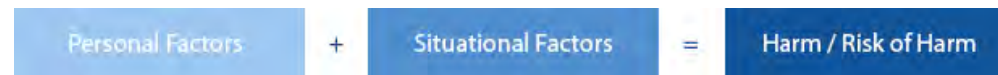
Source: http://www.college.police.uk/News/College-news/Pages/police_transformation_fund.aspx

Personal factors could include protected characteristics as set out in the Equality Act 2010 https://www.legislation.gov.uk/ukpga/2010/15/section/4

The NPCC is working towards this definition but recognises the challenges this presents from a strategic perspective. In the development of this plan the following national policing working groups were specifically engaged as members of the NPCC Violence and Public Protection Portfolio and so should be considered in scope:

> Missing, Child Protection Abuse Investigation (incl. CSA/E), Vulnerability to Radicalisation, Multi Agency Safeguarding Hubs (MASH), Domestic Abuse, Honour Based Abuse/ Forced Marriage/ Female Genital Mutilation, Stalking & Harassment, Management of Sexual Offenders and Violent Offenders (MOSOVO), Adult Sexual Offences, Adults at Risk (including Elder Abuse), Modern Day Slavery and Human Trafficking, Gangs, County Lines, Knife Crime and Sex Working & Prostitution

Perennial Issues in Policing

The College has undertaken research to obtain a rounded view of priorities for improvement in, or support to, policing over the short to medium term.
The research included analysis of HMICFRS thematic and force PEEL inspections and interviews and focus groups with Chief Officers and frontline staff including constables and sergeants, in order to identify the recurring '*perennial issues*' in policing where action is needed to drive improvement for the public across a range of contexts, rather than for a particular crime type or operational area of policing. This approach was aimed at identifying how the College can best work with and support policing practitioners to develop the professional skills which will enable them to respond to current, new and unforeseen challenges.

The research identified the following 10 recurring areas where improvement is required. All these areas can be considered as 'systemic' problems, requiring system wide solutions

Diagnosis of underlying system issues:

Identifying and managing risk: The need to successfully identify and protect individuals at

The need to effectively engage and care for victims and

: The need to support vulnerable individuals through the CJS

Using evidence in investigations: The need to make effective use of evidence and investigation

Collaborative working: The need to work with partners and other agencies to effectively protect the public

Crime prevention and long term problem solving: The need to focus on prevention and long term problem solving

Analytical capability: The need to understand problems and demands and their impact on policing activity

Developing the workforce: The need to support individuals to reach their potential through effective supervision and leadership

Staff wellbeing: The need to support staff wellbeing

Professional and ethical conduct: The need to scrutinise professional conduct and deliver

For further information on this research or a detailed methodology please contact: research@college.pnn.police.uk

National Vulnerability Action Plan v2 2020-2022

NVAP Theme	Action No.	Perennial Issue	Action	Action Detail	Objective	Action Owner	Reference / Current Evidence	Suggested Measures	Action Sheet
Protecting, Supporting, Safeguarding and Managing Risk	1.2.1	Identifying and Managing Risk	**National Risk Work**	Develop and publish evidence-based guidelines on vulnerability-related risk assessment	1. To support all in policing to carry out the best risk assessments for people with vulnerabilities 2. To support all in policing to identify and implement the best proportionate risk management measures that are possible in the circumstances being dealt with 3. To engage other organisations and individuals so that they can make their contribution to making vulnerable people safe, thereby ensuring that policing addresses those issues that it is most suitable to address and other organisations and individuals address those areas where it is most suitable for them to do so	**College of Policing**	Evidence will be available as part of the evidence-based guidelines		
Leadership	1.5.1	Collaborative Working / Developing the Workforce	**Leadership Development in the Vulnerability Space**	Ensure that there are sufficient leadership development materials for all those in relevant policing leadership roles	1. To support policing leaders to support colleagues in service delivery roles to respond effectively to the needs of vulnerable people 2. To work with communities, statutory organisations and charities/voluntary organisations so that all resources are used in the most effective way to support vulnerable people and make them safer 3. To develop the skills of leaders so that they can challenge constructively their force's way of doing things and their own ways of working so that arrangements to make vulnerable people safer are constantly evolving and improving	**College of Policing**	Evidence will be available as part of the evidence-based guidelines		

National Vulnerability Action Plan v2 2020-2022

NVAP Theme	Action No.	Perennial Issue	Action	Action Detail	Objective	Action Owner	Reference / Current Evidence	Suggested Measures	Action Sheet
Early Intervention & Prevention	2.1.1	Identifying and Managing Risk / Developing the Workforce	**Recognition and Response**	Ensure that recognising and responding to vulnerability is everyone's business, especially at first point of contact	1. To ensure staff are equipped to identify and manage risk and assess needs, as well as support and safeguard those requiring it 2. To identify vulnerable people, communities (including victims and perpetrators) and related threat, risk and harm at an early stage 3. To ensure that key threats are identified and (where possible) activity planned for and delivered to reduce such threats 4. To have cognisance of and raise awareness of the identified regional and national threats and cross-cutting themes 5. Where appropriate employ a trauma informed approach	Forces & Regional Teams	Action 2.1.1 Evidence	Under Development	Click Here
	2.1.2	Identifying and Managing Risk / Developing the Workforce	**Mental Health**	Acknowledging that mental health (MH) can impact across all forms of vulnerability. Forces to consider any links to MH as part of their vulnerability assessment, differentiating from other vulnerabilities where possible and ensuring individuals receive appropriate signposting, guidance and care	1. Appropriate use of the NPCC definition of a MH-related incident (MHRI) and collate relevant data 2. Understanding the cause of an incident in order to identify specific MH issues or determine links to other vulnerabilities within THRIVE 3. To consider any MH indicators when dealing with victims, offenders or members of the public and signpost to the appropriate organisations	Forces & Regional Teams	Action 2.1.2 Evidence	Under Development	Click Here
	2.1.3	Collaborative Working / Supporting Vulnerable Individuals	**Access to Services**	Ensure all staff know where and how to access service provision for all strands of vulnerability, especially at the local neighbourhood level	1. To improve awareness amongst police officers, staff and volunteers as to what service provision exists and what it does in order that they can advise/signpost people accordingly 2. For staff and officers to develop good working relationships with services and community groups, developing a sound knowledge of the services provided to enable a good information exchange both ways	Forces	Action 2.1.3 Evidence	Under Development	Click Here
Protecting, Supporting, Safeguarding and Managing Risk	2.2.1	Collaborative Working / Identifying and Managing Risk	**Appropriate Action**	In response to identified risk, ensure staff understand and utilise appropriate referral pathways including how to access partner provisions and are empowered to challenge or escalate decisions	1. To ensure appropriate action is taken and that the right referral is made 2. To monitor if there is a satisfactory response to the referral, both for adults and children 3. To understand and feel empowered to use escalation policies 4. To ensure that you are satisfied with the outcome to your referral	Forces & Regional Teams	Action 2.2.1 Evidence	Under Development	Click Here
Information, Intelligence, Data Collection and Management of Information	2.3.1	Analytical Capability / Crime Prevention and Long Term Problem Solving	**Tasking and Review Process**	To ensure that strategies and force management statements cover all strands of vulnerability	1. To identify vulnerable people and related threat, risk and harm at an early stage 2. To ensure, at a strategic level, that key threats are identified and (where possible) activity planned for and delivered to reduce such threats 3. To have cognisance of and raise awareness of the identified regional and national threats and cross-cutting themes 4. To develop tools to better understand community profiles in alignment to vulnerability groups	Forces & Regional Teams	Action 2.3.1 Evidence	Under Development	Click Here
	2.3.2	Analytical Capability / Identifying and Managing Risk	**Data Collection**	Data collected in support of local responses to vulnerability is of high quality, supported by policy, training and accountability	1. To have a comprehensive data collection plan which must include multi-agency data that supports the identification of our most vulnerable with a complete view of the risks inherent 2. To ensure that data collected, either through human intelligence or other systems, is assessed for quality and drives intelligence uplift and tasking processes 3. To use the data to support the force management statement 4. To understand the scale and nature of the collective threat through working with our partners	Forces & Regional Teams	Action 2.3.2 Evidence	Under Development	Click Here
	2.3.3	Analytical Capability	**Analytical Capability**	Develop analytical capability and capacity to identify high risk areas of vulnerability in order to target intervention/prevention activity, including identification of emerging threats such as cyber, elder abuse, modern day slavery, transitional safeguarding and vulnerability to radicalisation	1. To enable early intervention before criminality occurs 2. Recognition that vulnerability to becoming involved in crime or a victim of crime can increase due to social determinants such as association, geography, school, family etc. 3. To enable agencies working in partnership to target local contexts and problems effectively and monitor shifting patterns e.g. criminal exploitation 4. To predict future risk and therefore enable a multi-agency approach to early intervention and prevention and where appropriate diversion and exit strategies for offenders	Forces & Regional Teams	Action 2.3.3 Evidence	Under Development	Click Here

NVAP Theme	Action No.	Perennial Issue	Action	Action Detail	Objective	Action Owner	Reference / Current Evidence	Suggested Measures	Action Sheet
Effective Investigation and Outcomes	2.4.1	Victim Engagement & Care	Voice of the Victim	Develop clear processes to ensure that 'the voices of vulnerable victims and witnesses' are heard	1. To ensure that 'the voices of vulnerable victims and witnesses' are heard relating to service provision and victim/witness feedback 2. To understand if existing practice is meeting the need of the victim/witness and in line with the Victims' Code of Practice 3. To seek feedback and use the voice of the victim to shape and plan future service design	Forces & Regional Teams	Action 2.4.1 Evidence	Under Development	Click Here
	2.4.2	Using Evidence in Investigations	Evidence and Investigation	Develop competent front line police and staff responders who use professional curiosity to ensure that the early investigation is maximised to gather best evidence	1. To ensure call handlers have an investigative mindset, ask open questions and try to understand what is happening and why 2. To ensure good quality information is recorded which could be used in evidence-led prosecutions 3. To ensure the response or neighbourhood officer takes a similarly inquisitive approach in their interactions, likely to be recorded on Body Worn Video. All vulnerable victims and witnesses, especially children, must be given the time and safe space to feel able to give their account using trusted interpreters/communication aids where appropriate to support them 4. To ensure that crimes are allocated to those investigators with the most appropriate skills 5. To ensure supervisors have the skills to review and manage investigations competently, ensuring due consideration is given to the appropriateness of prosecution. Where there are issues of exploitation/vulnerability (e.g. Modern Day Slavery, County Lines and Vulnerability to Radicalisation) it may not always be appropriate to prosecute	Forces	Action 2.4.2 Evidence	Under Development	Click Here
	2.4.3	Supporting Vulnerable Individuals / Using Evidence in Investigations	Evidence-Led Prosecutions	Develop and utilise in more effective ways early evidence gathering techniques and the use of 'evidence-led' prosecutions in all appropriate cases (wider than DA & child abuse)	1. Ensure officers and staff are aware of the principles of evidence-led prosecution and that it should be considered for a range of crimes other than DA, including Modern Day Slavery, Honour Based Violence, Elder Abuse and Child Sexual and/or Criminal Exploitation 2. To ensure first responders are trained, equipped and able to collect evidence options other than victim testimony, particularly where the victim is vulnerable 3. Where it is thought that the case may become an evidence-led prosecution, to ensure that officers and staff consult with the CPS at the earliest opportunity for investigative advice	Forces & Regional Teams	Action 2.4.3 Evidence	Under Development	Click Here
Leadership	2.5.1	Collaborative Working / Professional and Ethical Conduct	Governance	To optimise governance arrangements regarding vulnerability (in-house and multi-agency) to ensure synergy regarding understanding of threat, barriers, good practice, gaps and related forward work plans	1. To ensure the implementation, in England, of the reforms to Multi Agency Safeguarding Children Partnerships from Local Safeguarding Children's Boards are incorporated into governance arrangements 2. To ensure there is effective interoperability between Local Safeguarding Children Partnerships, Safeguarding Adults Boards and Community Safety Partnerships 3. To develop robust audit, peer review and independent scrutiny both within force and at a multi-agency level 4. To ensure integration of the learning and recommendations from national briefings and local and national learning reviews 5. To ensure the delegation of responsibility as the safeguarding partner from Chief Officer to another appropriate person in the force is subject to monitoring, evaluation and review	Forces	Action 2.5.1 Evidence	Under Development	Click Here
	2.5.2	Staff Wellbeing / Professional and Ethical Conduct	Resilient Staff	Instil a supervisory approach at all levels throughout the organisation that encourages debriefing/review and a learning culture with a mindset of 'What did we do well?'	To ensure police officers and staff feel confident in the level of support they receive, have the ability to challenge and know who to go to if there is a problem	Forces & Regional Teams	Action 2.5.2 Evidence	Under Development	Click Here

NVAP Theme	Action No.	Perennial Issue	Action	Action Detail	Objective	Action Owner	Reference / Current Evidence	Suggested Measures	Action Sheet
Learning and Development	2.6.1	Developing the Workforce / Collaborative Working	Multi-Agency Hubs	Ensure that MASH/Multi-agency unit staff (where implemented) fully understand the principles relating to vulnerability and professional curiosity and that it is embedded within MASH/multi-agency processes	1. To ensure that the principles relating to vulnerability and professional curiosity are well embedded within MASH/Multi-agency units. 2. To ensure these staff have the training and skills necessary for the role. 3. To ensure MASH/Multi-agency staff work collaboratively.	Forces	Action 2.6.1 Evidence	Under Development	Click Here
	2.6.2	Developing the Workforce / Staff Wellbeing	Officer Norms	Recognise that officer norms will change from exposure to aspects of criminality/vulnerability and that these need to be re-set so that thresholds of acceptability are maintained	To redefine thresholds through training, supervision, leadership and briefings ensuring officers are better equipped to recognise and respond to vulnerability consistently.	Forces & Regional Teams	Action 2.6.2 Evidence	Under Development	Click Here
	2.6.3	Developing the Workforce / Professional and Ethical Conduct	Recruitment	To ensure recruitment processes show/test understanding of vulnerability for potential new employees entering the service	1. To have a workforce that understands, and is motivated to understand, the importance and complex nature of vulnerability from the moment they join the service and the role they perform within the service to deliver. 2. To ensure the police officers and staff have aligned values in relation to vulnerability.	Forces & Regional Teams	Action 2.6.3 Evidence	Under Development	Click Here
Communication	2.7.1	Collaborative Working / Crime Prevention and Long Term Problem Solving	Working with Communities	To work with communities to build confidence, improve understanding and increase reporting especially with groups affected by structural inequalities	1. To work with communities, community groups and in collaboration with PCCs to increase reporting of those groups that are under-reporting. 2. To have recognition of the risk that a vulnerable person, groups affected by structural inequalities or even a community might experience when reporting and what support mechanisms are in place. 3. To increase ease of access, third sector reporting and gateways to services. 4. To ensure staff recognise that a community as a whole, or sections of it, can be vulnerable.	Forces	Action 2.7.1 Evidence	Under Development	Click Here

Action 2.1.1 Recognition & Response

Action Detail

Ensure that recognising and responding to vulnerability is everyone's business, especially at first point of contact

Objective

1. To ensure staff are equipped to identify and manage risk and assess needs, as well as support and safeguard those requiring it

2. To identify vulnerable people, communities (including victims and perpetrators) and related threat, risk and harm at an early stage

3. To ensure that key threats are identified and (where possible) activity planned for and delivered to reduce such threats

4. To have cognisance of and raise awareness of the identified regional and national threats and cross-cutting themes

5. Where appropriate employ a trauma informed approach

Reference / Evidence Gaps

Recognising and responding to vulnerability is everyone's business, including front line police officers and staff who often come into contact with vulnerable people, either in crisis or have suffered or at risk of harm. First responders are in a position to identify risk at an early stage and provide the opportunity for protection, however this requires the ability to recognise vulnerabilities and risks of harm, displaying professional curiosity and knowing the most appropriate action to take.

Training in the different strands of vulnerability and referral mechanisms is needed for frontline staff to ensure the vulnerable person receives the appropriate support, such as risk management plans for older victims, or to provide confidence in identifying vulnerabilities such as modern slavery, human trafficking and vulnerability to radicalisation.

Although risk assessment tools can be used to help frontline staff identify vulnerability, these need to be completed accurately and consistently and requires the officer/staff to have good communication skills to elicit the information and a good understanding of vulnerability. This is needed for both victim and offender, especially where the offender is a child, as they are entitled to the same safeguards as other children. A possible way of dealing with identified vulnerability, particularly with young perpetrators is to take a trauma informed approach to assessing risk, such as considering adverse childhood experiences.
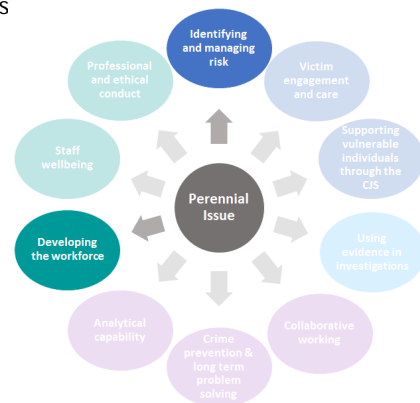
Useful Links

Understanding and Use of Trauma Informed Practice

Making Safeguarding Personal: What might 'good' look like for the police?

Stolen Freedom: The policing response to modern slavery and human trafficking

The Poor Relation: The police and CPS response to crimes against older people

Vulnerability: A review of reviews

Lets Talk About It - Working Together To Prevent Terrorism

Suggested Measures

UNDER DEVELOPMENT.... PLEASE CONTACT VKPP@norfolk.pnn.police.uk

Action 2.1.2 Mental Health

Action Detail

Acknowledging that mental health (MH) can impact across all forms of vulnerability. Forces to consider any links to MH as part of their vulnerability assessment, differentiating from other vulnerabilities where possible and ensuring individuals receive appropriate signposting, guidance and care

Objective

1. Appropriate use of the NPCC definition of a MH related incident (MHRI) and collate relevant data
2. Understanding the cause of an incident in order to identify specific MH issues or determine links to other vulnerabilities within THRIVE
3. To consider any MH indicators when dealing with victims, offenders or members of the public and signpost to the appropriate organisations

Reference / Evidence Gaps

Police respond to people in crisis or those suffering from mental health conditions every day.

Frontline staff need the skills and awareness along with suitable partnership arrangements to enable early recognition of mental health problems to help properly assess risk and vulnerability through appropriate information exchange. People suffering from poor mental health may also have other frailties such as disability, social exclusion, discrimination or poverty which can lead to unemployment, deprivation and homelessness. There may also be a range of other factors interlinked with their mental health which add to this vulnerability such as self-neglect and substance misuse.

A report by the MH charity MIND, found that people with mental health problems were more likely to be a victim of crime than the general population and reported high rates of sexual and domestic violence. Police officers should recognise that vulnerable individuals with mental health problems may need extra care and support through the investigation.

The NPCC Strategy on Policing and Mental Health sets out the principle of 'parity of esteem' which recognises that vulnerable victims are entitled to consideration of special measures and that their recollection of an event should not automatically be considered unreliable due to mental illness.
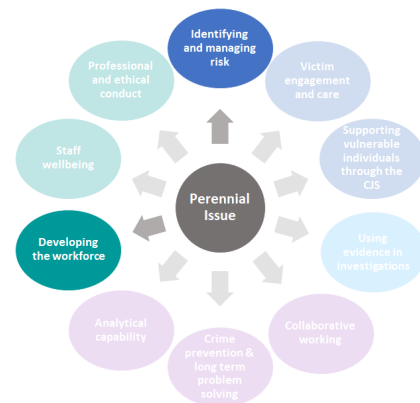
Useful Links

Policing and Mental Health: Picking up the pieces

At risk, yet dismissed: The criminal victimisation of people with mental health problems

Risks to mental health: an overview of vulnerabilities and risk factors

APP: Mental Health: Mental vulnerability and illness

Prompts / Suggested Measures

UNDER DEVELOPMENT.... PLEASE CONTACT VKPP@norfolk.pnn.police.uk

Action 2.1.3 Access to Services

Action Detail

Ensure all staff know where and how to access service provision for all strands of vulnerability, especially at the local neighbourhood level

Objective

1. To improve awareness amongst police officers, staff and volunteers as to what service provision exists and what it does in order that they can advise/signpost people accordingly
2. For staff and officers to develop good working relationships with services and community groups, developing a sound knowledge of the services provided to enable a good information exchange both ways

Reference / Evidence Gaps

Pivotal to the effectiveness of safeguarding approaches is a knowledge of service provision within the area, and an understanding of what these services can do to assist vulnerable people. For example, police may advise or signpost an individual to IDVAs or ISVAs who are able to provide targeted professional support to victims or those at risk of abuse.

There are also a variety of third sector support agencies to which the police can consider referring vulnerable individuals, including Victim Support and community-based outreach services. Neighbourhood Policing Teams are important in identifying what service provision is available, and making initial contact with the services to ensure an effective route of communication. Working with third sector partners has a range of benefits, including the impact of their strong presence within communities, and the wealth of specific knowledge and expertise held within such services.

The VKPP briefing on Safeguarding Adult Reviews found cases where a lack of knowledge and understanding of local service provision contributed to missed opportunities to refer vulnerable individuals for support which may have helped reduce the risk that they faced. Partner and third sector agencies provide services and support which the police cannot, therefore it is essential that forces understand the options available for vulnerable people in their area, and officers, staff and volunteers are confident in signposting vulnerable people to the relevant support required.
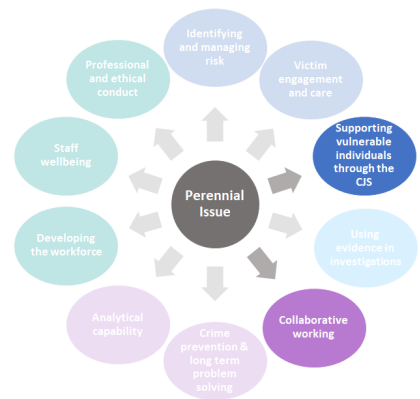
Useful Links

Working with the third sector: A guide for neighbourhood policing teams and partners

APP Guidance: Victim safety and support

How can charities maximise their impact by working with PCCs?

Learning for the police from safeguarding adult reviews

DIVERT: MPS diversion scheme

Prompts / Suggested Measures

UNDER DEVELOPMENT.... PLEASE CONTACT VKPP@norfolk.pnn.police.uk

# Action 2.2.1 Appropriate Action

Action Detail

In response to identified risk, ensure staff understand and utilise appropriate referral pathways including how to access partner provisions and are empowered to challenge or escalate decisions

Objective

1. To ensure appropriate action is taken and that the right referral is made
2. To monitor if there is a satisfactory response to the referral, both for adults and children
3. To understand and feel empowered to use escalation policies
4. To ensure that you are satisfied with the outcome to your referral

Reference / Evidence Gaps

A referral is the passing on of information between agencies, or internally, if someone believes a child or vulnerable adult may be suffering or is at risk of suffering significant harm. Often information sharing problems can occur from the absence of effective systems for sharing information, referrals lacking relevant details or officers not making a referral even when there are concerns. In some cases, more so with vulnerable adults, issues are caused by a lack of knowledge of the relevant referral services and processes, a lack of feedback on previous referrals deterring officers from submitting further referrals, or relying on partners to share information with relevant agencies instead of sharing it themselves. In addition, there can be insufficient follow-up. For example, not always finding out what action was previously undertaken with repeat referrals or recording the outcome of the referral.
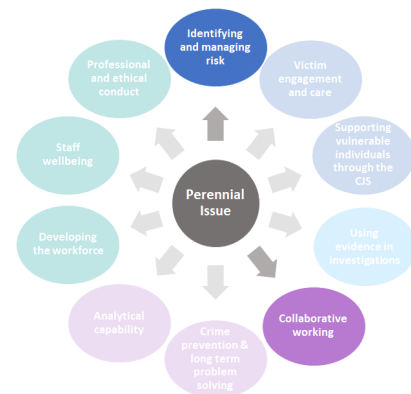
Appropriate referrals enable children or vulnerable adults to receive the right service at the right time. Therefore, arrangements should be in place setting out the processes for sharing information including clear escalation policies for staff to follow when they feel that safeguarding concerns are not being addressed within their organisation or by other agencies. Employers are also responsible for creating an environment where staff feel able to raise concerns and feel supported in their safeguarding role. Partnership working should be collaborative and receptive to 'professional challenge'. Although challenging other professionals can be difficult, it is important not to assume the lead agency has made the best decision.

Useful Links

Working Together to Safeguard Children

Information sharing: Advice for practitioners providing safeguarding services

2019 Triennial analysis of serious case reviews: Police

In harm's way: The role of the police in keeping children safe

VKPP Briefings

Prompts / Suggested Measures

UNDER DEVELOPMENT.... PLEASE CONTACT VKPP@norfolk.pnn.police.uk

Action 2.3.1 Tasking and Review Process

Action Detail

To ensure that strategies and force management statements cover all strands of vulnerability

Objective

1. To identify vulnerable people and related threat, risk and harm at an early stage
2. To ensure, at a strategic level, that key threats are identified and (where possible) activity planned for and delivered to reduce such threats
3. To have cognisance of and raise awareness of the identified regional and national threats and cross-cutting themes
4. To develop tools to understand community profiles better in alignment to vulnerability groups

Reference / Evidence Gaps

The annual Force Management Statement (FMS) sets out expected demand, an essential process in ensuring the force is effective in meeting the demand. To support the delivery of the FMS, local profiles should be produced and used to develop a common understanding among local partners of the threats, vulnerabilities and risks providing information on which to base the local response and local action plans.

Strategic Tasking groups enable senior managers to agree strategic direction and align resources to priorities with contributions from partner agencies and community safety partnerships, whilst Tactical Tasking is undertaken by operational police managers ensuring that decisions about priorities and resources are based on the best available threat assessments. It is therefore essential that these tasking forums consider all strands of vulnerability in their planning and decision-making. Partner agencies are an important part of this process as multi-agency working provides improved information sharing, joint decision-making and co-ordination enabling the early and effective identification of risk to vulnerable people.
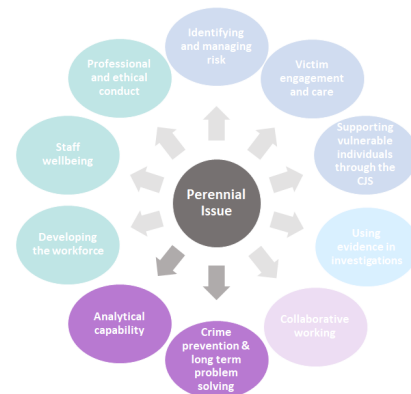
There are also several national strategic tasking groups around vulnerability, for example the NCA chairs strategic groups on child sexual exploitation and abuse, modern slavery and human trafficking, and organised immigration crime. These vulnerability strands often cross borders, therefore having cognisance of regional and national strategies and tasking around these vulnerabilities will ensure a joined-up approach to tackling the issues.

Useful Links

APP Tasking and Coordination

Force Management Statements

Both sides of the coin

Serious and Organised Crime Local Profiles: A guide

Supporting vulnerable people who encounter the police

Keeping Kids Safe: Improving safeguarding responses

Counter Terrorism Local Profiles

Prompts / Suggested Measures

UNDER DEVELOPMENT.... PLEASE CONTACT
VKPP@norfolk.pnn.police.uk

Action 2.3.2 Data Collection

Action Detail

Data collected in support of local responses to vulnerability is of high quality, supported by policy, training and accountability

Objective

1. To have a comprehensive data collection plan which must include multi-agency data that supports the identification of our most vulnerable with a complete view of the risks inherent

2. To ensure that data collected, either through human intelligence or other systems, is assessed for quality and drives intelligence uplift and tasking processes

3. To use the data to support the force management statement

4. To understand the scale and nature of the collective threat through working with our partners

Reference / Evidence Gaps

The Force Management Statement (FMS) is an annual self-assessment provided to HMICFRS setting out expected demand and how the force will change and improve its workforce and other assets to cope with that demand. This is important as understanding and planning resources to meet that demand is central to a force's efficiency.

As well as providing information on vulnerability in the initial response demand section, there is also a specific section on protecting vulnerable people (PVP) which covers every type of PVP demand and how your force identifies and safeguards vulnerable people. Assumptions around future demand linked to vulnerability need to be based on sound evidence and analysis. HMICFRS has reported that understanding of hidden demand has improved particularly in regards to modern slavery, county lines and cuckooing.

However, data needs to be assessed for quality as this can lead not only to misunderstanding demand but also officers being unable to assess the effectiveness of their practice. The National Intelligence Model provides a framework for the analysis and intelligence of information.
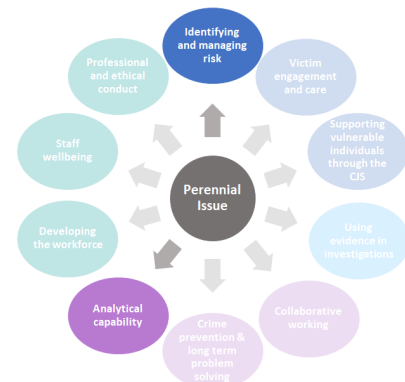
Useful Links

Force Management Statements

PEEL Spotlight Report: A system under pressure

PEEL: Police effectiveness 2015 (vulnerability)

National Intelligence Model Code of Practice

Prompts / Suggested Measures

UNDER DEVELOPMENT.... PLEASE CONTACT VKPP@norfolk.pnn.police.uk

Action 2.3.3 Analytical Capability

Action Detail

Develop analytical capability and capacity to identify high risk areas of vulnerability in order to target intervention/prevention activity, including identification of emerging threats such as cyber, elder abuse, modern day slavery, transitional safeguarding and vulnerability to radicalisation

Objective

1. To enable early intervention before criminality occurs
2. Recognition that vulnerability to becoming involved in crime or a victim of crime can increase due to social determinants such as association, geography, school, family etc
3. To enable agencies working in partnership to target local contexts and problems effectively and monitor shifting patterns e.g. criminal exploitation
4. To predict future risk and therefore enable a multi-agency approach to early intervention and prevention and where appropriate diversion and exit strategies for offenders

Reference / Evidence Gaps

The Strategic Policing Requirement (SPR) sets out that PCCs and Chief Constables must consider the areas of threat set out in the SPR which include, serious and organised crime, including cyber, trafficking and child sexual abuse. They should understand their roles in preparing for and tackling shared threats, risks and harm; agree, and have the capacity to meet that expectation.

Analytical capability and capacity is essential to be able to identify threats and high risk areas of vulnerability, target early interventions and predict future risk. In 2015, the HMIC found that management information in forces was weak and they were ill-informed as to how well they were meeting the need of children. Improving the quality of information helps with service planning and understanding whether forces are meeting needs of communities. More recently HMICFRS have identified a lack of capacity in neighbourhood policing to analyse and use intelligence which can reduce how effective neighbourhood policing is at keeping people safe.
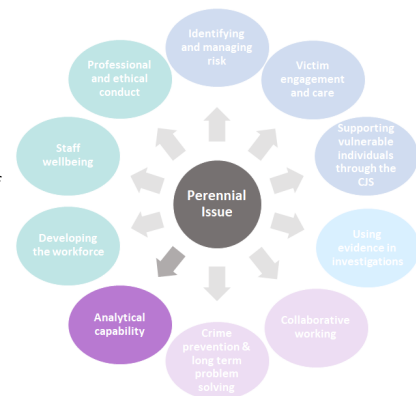
To understand fully and deal with the risks present it is important for forces to work in partnership with other agencies. For example, effective partnerships are needed to co-ordinate activity and build intelligence to tackle issues such as modern slavery, human trafficking and vulnerability to radicalisation, and multi-agency safeguarding hubs may provide more timely, accurate and co-ordinated intelligence leading to better informed safeguarding decisions.

Useful Links

The Strategic Policing Requirement

PEEL Spotlight Report: Diverging under pressure

In Harm's Way: The role of the police in keeping children safe

Multi-agency working and information sharing project: Final report

Protecting children from criminal exploitation, human trafficking and modern slavery

Violence Reduction Unit Interim Guidance

Prompts / Suggested Measures

UNDER DEVELOPMENT.... PLEASE CONTACT VKPP@norfolk.pnn.police.uk

Action 2.4.1 Voice of the Victim

Action Detail

Develop clear processes to ensure that 'the voices of vulnerable victims and witnesses' are heard

Objective

1. To ensure that 'the voices of vulnerable victims and witnesses' are heard relating to service provision and victim/witness feedback
2. To understand if existing practice is meeting the need of the victim/witness and in line with the Victims' Code of Practice
3. To seek feedback and use the voice of the victim to shape and plan future service design

Reference / Evidence Gaps

Working Together to Safeguard Children promotes a child-centred approach to safeguarding where the needs of the child are put first, including speaking and listening to the child. This is also set out in legislation such as Article 12 of the United Nations Convention on the Rights of the Child and Section 11 of the Children Act 2004.

Children have the right to the full protection offered by criminal law and safeguarding risks should be considered whether the child is a victim, witness, or an offender with due regard given to their safety and welfare at all times.

APP guidance states that in relation to concern for a child the initiating officer must *"communicate with the child and keep them informed, taking into account the child's wishes as part of the decision-making process and, whenever possible, acting on them"*.

This also applies to adults with The Code of Practice for victims of crime requiring all victims to be treated in a respectful, sensitive and professional manner and that provision of information on key stages and support services available can help with victim engagement. The 2014 Care Act also states that the starting assumption should be that the individual is best-placed to judge their wellbeing and therefore their views, wishes and feelings should be listened to, for example carrying-out person centred assessments which involve and support the person.
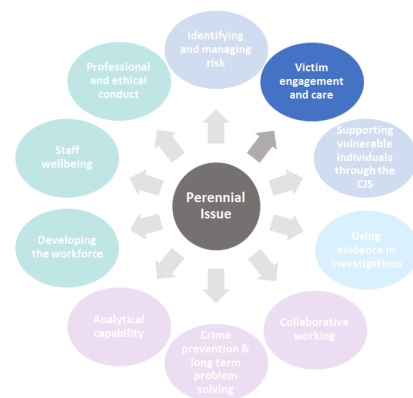
Useful Links

Working Together to Safeguard Children

Care Act 2014

Code of Practice for Victims and Witnesses

Meeting the Needs of Victims in the CJS

Triennial Analysis of SCRs 2011-2014

Prompts / Suggested Measures

UNDER DEVELOPMENT.... PLEASE CONTACT VKPP@norfolk.pnn.police.uk

Action 2.4.2 Evidence and Investigation

Action Detail

Develop competent front line police and staff responders who use professional curiosity
to ensure that the early investigation is maximised to gather best evidence

Objective

1. To ensure call handlers have an investigative mindset, ask open questions and try to understand what is happening and why

2. To ensure good quality information is recorded which could be used in evidence-led prosecutions

3. To ensure the response or neighbourhood officer takes a similarly inquisitive approach in their interactions, likely to be recorded on Body Worn Video. All vulnerable victims and witnesses, especially children, must be given the time and safe space to feel able to give their account using trusted interpreters/communication aids where appropriate to support them

4. To ensure that crimes are allocated to those investigators with the most appropriate skills

5. To ensure supervisors have the skills to review and manage investigations competently, ensuring due consideration is given to the appropriateness of prosecution. Where there are issues of exploitation/vulnerability (e.g. Modern Day Slavery, County Lines and Vulnerability to Radicalisation) it may not always be appropriate to prosecute

Reference / Evidence Gaps

All victims of crime have the right to expect that forces will allocate their crime to someone with the appropriate skills to investigate it. Most crimes reported to the police are not major incidents and usually the officer who first attends is the only resource that is required. The quality of the investigation, whether carried out in person or over the phone, is a significant factor in gathering material that leads to the detection of a crime. Positive action in the period immediately after the report of a crime minimises the amount of material that could be lost to the investigation, and maximises the chance of securing material which is admissible in court.

The CoP Perennial Challenges identified Evidence and Investigation as one of the reoccurring issues within policing. On the front line this appears as issues such as poor completion of case files, poor or missing witness care information, missed opportunities to find and collect important evidence particularly during the 'golden hour' and a lack of confidence in collecting and using evidence from social media, text messages and digital equipment.

The CoP has produced evidence and guidance on initial investigation including guidelines for first responders on how to elicit initial accounts and the use of Body Worn Video. The backdrop to this however is the need for frontline staff to display professional curiosity and be prepared to look beyond the obvious, asking questions that may glean evidence that can be used in a subsequent investigation.
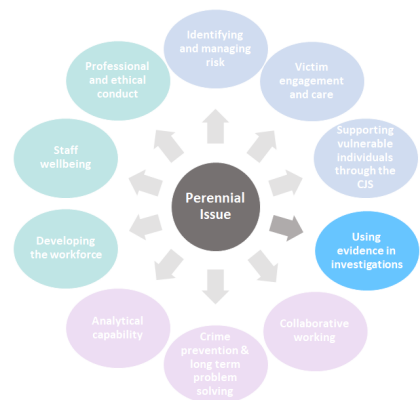
Useful Links

[Professional Curiosity Learning Guide](#)

[Home Office Police Front Line Review](#)

[Obtaining initial accounts from victims and witnesses](#)

[PEEL Spotlight Report: A system under pressure](#)

[Introduction of knife crime prevention orders](#)

Prompts / Suggested Measures

UNDER DEVELOPMENT.... PLEASE CONTACT
VKPP@norfolk.pnn.police.uk

Action 2.4.3 Evidence-Led Prosecutions

Action Detail

Develop and utilise in more effective ways early evidence gathering techniques and the use of 'evidence-led' prosecutions in all appropriate cases (wider than DA & child abuse)

Objective

1. Ensure officers and staff are aware of the principles of evidence-led prosecution and that it should be considered for a range of crimes other than DA, including Modern Day Slavery, Honour Based Violence, Elder Abuse and Child Sexual and/or Criminal Exploitation
2. To ensure first responders are trained, equipped and able to collect evidence options other than victim testimony, particularly where the victim is vulnerable
3. Where it is thought that the case may become an evidence-led prosecution, to ensure that officers and staff consult with the CPS at the earliest opportunity for investigative advice

Reference / Evidence Gaps

Evidence-led prosecutions may be used in circumstances where the victim is unable to give evidence in court, for example due to a physical or mental condition, or the victim is in fear. This suggests that evidence-led prosecutions could be considered for offences where victims are vulnerable and may be unable/unwilling to give evidence. For example, in cases of honour based crime, crimes against older people, child sexual exploitation offences or cases of modern slavery and human trafficking where *victims may not identify themselves as victims, may feel loyalty to offenders, or may be unable to support a prosecution* .

In these circumstances police are advised to use other strategies rather than relying on victim testimony. Both the annual Modern Slavery report and guidance around child sexual exploitation recommend obtaining evidence from a wide range of sources and building an intelligence picture from information from partner agencies. Cases must pass the Full Code Test for the Crown Prosecution Service (CPS) to proceed without the victim, meaning that other evidence such as a section 9 statement from the victim setting out their fears, evidence of injury, officer statements, body-worn video footage or third-party witness statements is essential.

Therefore to enable successful evidence-led prosecutions, evidence-building should be considered early on and police should work closely with the CPS.
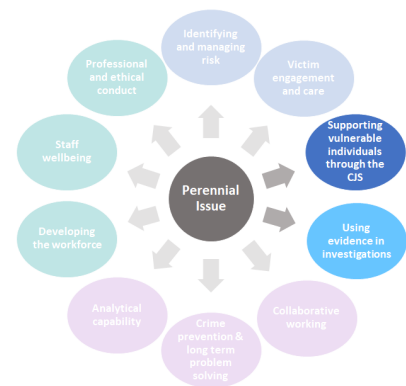
Useful Links

The Code for Crown Prosecutors

Stolen Freedom: The policing response to modern slavery and human trafficking

The CPS Response to the Modern Slavery Act 2015

NPCC Modern Slavery Annual Report

Prompts / Suggested Measures

UNDER DEVELOPMENT.... PLEASE CONTACT VKPP@norfolk.pnn.police.uk

Action 2.5.1 Governance

Action Detail

To optimise governance arrangements regarding vulnerability (in-house and multi-agency) to ensure synergy regarding understanding of threat, barriers, good practice, gaps and related forward work plans

Objective

1. To ensure the implementation, in England, of the reforms to Multi Agency Safeguarding Children Partnerships from Local Safeguarding Children's Boards are incorporated into governance arrangements
2. To ensure there is effective interoperability between Local Safeguarding Children Partnerships, Safeguarding Adults Boards and Community Safety Partnerships
3. To develop robust audit, peer review and independent scrutiny both within force and at a multi-agency level
4. To ensure integration of the learning and recommendations from national briefings and local and national learning reviews
5. To ensure the delegation of responsibility as the safeguarding partner from Chief Officer to another appropriate person in the force is subject to monitoring, evaluation and review

Reference / Evidence Gaps

The Children and Social Work Act 2017 introduced changes to the safeguarding arrangements for children with the chief officer of police becoming a statutory safeguarding partner along with the local authority and the clinical commissioning group in the area with a responsibility to work together to identify and respond to the needs of the children in the area. Guidance around safeguarding responsibilities is published in Working Together to Safeguard Children.

In response to this the National Police Chiefs Council adopted the The Voice of Policing statement where Chief Officers signed up to work alongside partners in the new safeguarding partnership arrangements in England and mobilise robust long term plans to reduce the prevalence and impact of adverse childhood experiences which can lead to contact with the police.

Currently the delegation of responsibility and associated governance structures is untested although Sir Alan Wood will be reviewing the progress of the implementation of the multi-agency child safeguarding partnerships.

Often the focus of learning from Serious Case Reviews (SCRs) is on other partner agencies, distilled learning specific to the police has been produced by VKPP and as part of a Triennial Analysis of SCRs funded by the Department for Education.
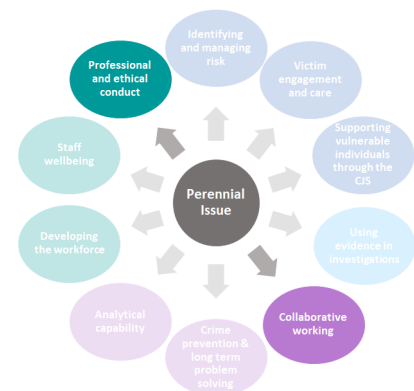
Useful Links

Children and Social Work Act 2017

Working Together to Safeguard Children

Wood Report: Review of the role and functions of LSCBs

Triennial Analysis of SCRs: Briefing for the police

VKPP Briefings

Prompts / Suggested Measures

UNDER DEVELOPMENT.... PLEASE CONTACT VKPP@norfolk.pnn.police.uk

Action 2.5.2 Resilient Staff

Action Detail

Instil a supervisory approach at all levels throughout the organisation that encourages debriefing/review and a learning culture with a mindset of 'What did we do well?'

Objective

To ensure police officers and staff feel confident in the level of support they receive, have the ability to challenge and know who to go to if there is a problem

Reference / Evidence Gaps

Effective supervision can increase job satisfaction, identify training and professional development needs, leading to greater effectiveness, and enable staff to reflect on and develop their practice increasing their accountability.

Guidance from the Social Care Institute for Excellence highlights the impact that organisational culture can have on effective supervision, suggesting the importance of the police embedding a culture of learning within the organisation. Policing has seen a shift in approach, with forces becoming more able to adapt and confront new challenges, more readily learning from failings and implementing change.

However, there is inconsistency in the national delivery of leadership and supervision to front line staff. As such the College of Policing undertook a call for practice in September 2019, and aim to develop guidelines to support effective supervision based on the findings. To ensure effective supervision staff undertaking supervisory roles must have the training and skills for the role, and be supported in their own development.

Pressures of operational work however, can sometimes mean that supervisory practices such as debriefing can be overlooked and opportunities to identify good practice and areas for development are missed. Such missed opportunities highlight the need to develop a practice culture which places significant importance on supervision and learning.
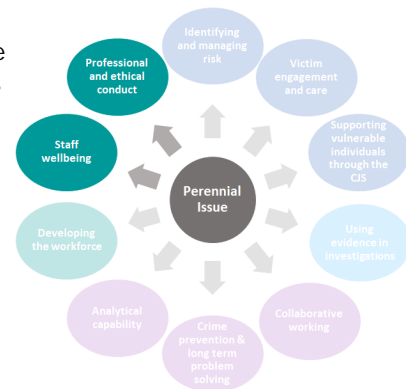
Useful Links

SCIE Effective supervision in a variety of settings

Leadership Review: Recommendations for delivering leadership at all levels

NPCC Learning Leaders Report

Prompts / Suggested Measures

UNDER DEVELOPMENT.... PLEASE CONTACT VKPP@norfolk.pnn.police.uk

Action 2.6.1 Multi-Agency Hubs

Action Detail

Ensure that MASH/Multi-agency unit staff (where implemented) fully understand the principles relating to vulnerability and professional curiosity and that it is embedded within MASH/multi-agency processes

Objective

1. To ensure that the principles relating to vulnerability and professional curiosity are well embedded within MASH/Multi-agency units
2. To ensure these staff have the training and skills necessary for the role
3. To ensure MASH/Multi-agency staff work collaboratively

Reference / Evidence Gaps

The Children and Social Work Act 2017 placed a statutory responsibility on the police to be an equal partner along with the local authority and clinical commissioning group for the safeguarding of children. The framework for embedding this multi-agency working is set out in Working Together to Safeguard Children.

The aim of a Multi-Agency Safeguarding Hub (MASH) is to improve the safeguarding of children and vulnerable adults through better information sharing and safeguarding responses.

It is important for practitioners to show professional curiosity and be able to spot signs of vulnerability as many children and adults will not readily (or be able to) disclose abuse, neglect or grooming. Professional curiosity involves looking beyond the external risk factors and understanding the relationship between home life and the presenting problem. This will allow police and other staff to challenge and explore issues whilst remaining objective and supportive rather than focusing on the presenting risk.

However, there can be a lack of challenge between professionals meaning that on occasions decision-making is led by one agency not a multi-agency approach. Setting risk-thresholds too high can lead to professional curiosity being overlooked.
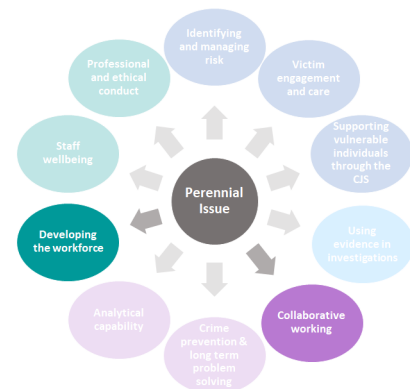
Useful Links

Multi-Agency Working and Information Sharing Report

Working Together to Safeguard Children

2011 – 2014 Triennial Analysis of SCRs: Briefing for the police and criminal justice agencies

Professional Curiosity Quick Learning Guide

Making Safeguarding Personal: What might 'good' look like for the police?

Prompts / Suggested Measures

UNDER DEVELOPMENT.... PLEASE CONTACT VKPP@norfolk.pnn.police.uk

Action Detail

Recognise that officer norms will change from exposure to aspects of criminality/vulnerability and that these need to be re-set so that thresholds of acceptability are maintained

Objective

To redefine thresholds through training, supervision, leadership and briefings ensuring officers are better equipped to recognise and respond to vulnerability consistently

Reference / Evidence Gaps

"When the public are at their lowest point, they rely on our people to turn up and be compassionate and professional in their hour of need. We can only do this if our own organisations treat us with compassion" CC Andy Rhodes, NPCC National Lead – Wellbeing & Engagement (College of Policing, 2018)

Policing has shifted to encompass more complex and emotionally demanding tasks. As a result, first responders often have to deal with stressful and traumatic situations. This can result in burnout and compassion fatigue due to dealing with situations where there is conflict or highly emotional or distressed people. It is important that officers do not become desensitised to situations and that they remain able to recognise and respond to vulnerability.

Although exposure to trauma is now part of everyday policing, there has been little focus on the impact of this on police officers' wellbeing and provision of support. As such a project by Police Care UK and Cambridge University is being conducted to identify the best way of supporting officers to process trauma and maintain resilience.

In other professions regularly exposed to trauma, such as in health and social care, clinical supervision is used as a method to reflect on practice, review professional standards, and ensure staff are working within professional codes of conduct in order to maintain professionalism when working with service users.
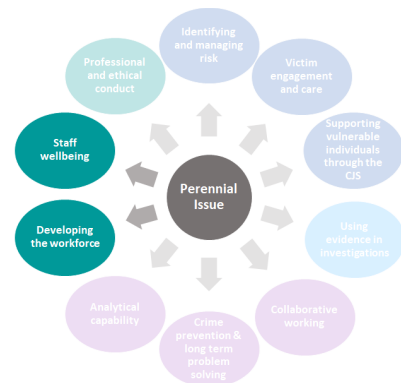
Useful Links

[Responding to trauma in policing](#)

[Trauma resilience in frontline policing](#)

[Supporting effective clinical supervision](#)

[Police Moral Injury, Compassion Fatigue, and Compassion Satisfaction](#)

Prompts / Suggested Measures

UNDER DEVELOPMENT.... PLEASE CONTACT VKPP@norfolk.pnn.police.uk

Action 2.6.3 Recruitment

Action Detail

To ensure recruitment processes show/test understanding of vulnerability for potential new employees entering the service

Objective

1. To have a workforce that understands, and is motivated to understand, the importance and complex nature of vulnerability from the moment they join the service and the role they perform within the service to deliver
2. To ensure the police officers and staff have aligned values in relation to vulnerability

Reference / Evidence Gaps

Safer recruitment is a set of processes and procedures that should be followed when recruiting police officers and staff to roles where they are dealing with children or vulnerable adults. This includes processes such as vetting, pre-employment checks and appropriate training. Having a safer recruitment policy will help to make sure that everyone who is involved with the recruitment process knows how to follow the correct procedures and ensure the safety of vulnerable individuals is considered at every stage.

It is important that police officers have an understanding of vulnerability as they have a key role in supporting victims and witnesses and need to be able to see things from their perspective and tailor their approach.

To ensure that the importance and complex nature of vulnerability is understood by new recruits, the values of the organisation and staff need to be aligned. NHS Wales has produced a resource around embedding organisational values through recruitment, induction and training and performance accountability.

Findings from the first NVAP benchmarking exercise found that over half of all forces described that an understanding of vulnerability was a component of new officer and other external recruitment processes. However, a number of forces stated that there was no specific assessment of vulnerability understanding during general recruitment processes, only where it was in line with the requirements of the role.
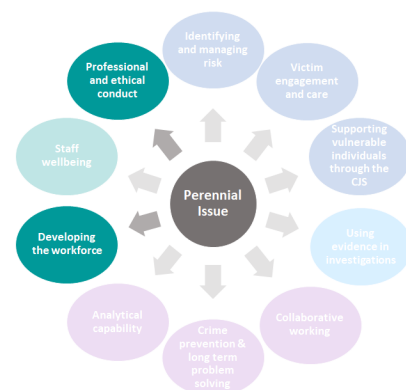
Useful Links

NSPCC Safer recruitment

Developing and Embedding Organisational Values and Behaviours

Three Steps To Hire For Your Organizational Values

Prompts / Suggested Measures

UNDER DEVELOPMENT.... PLEASE CONTACT VKPP@norfolk.pnn.police.uk

Action 2.7.1 Working with Communities

Action Detail

To work with communities to build confidence, improve understanding and increase reporting especially with groups affected by structural inequalities

Objective

1. To work with communities, community groups and in collaboration with PCCs to increase reporting of those groups that are under-reporting
2. To have recognition of the risk that a vulnerable person, groups affected by structural inequalities or even a community might experience when reporting and what support mechanisms are in place
3. To increase ease of access, third sector reporting and gateways to services
4. To ensure staff recognise that a community as a whole, or sections of it, can be vulnerable

Reference / Evidence Gaps

Victimisation can often be traumatic and for some people and communities, either due to culture, experience or perception, reporting to the police may be difficult. The police are responsible for working with communities to ensure that barriers to reporting are minimised, and that communities are empowered to report and engage with police. This is particularly important for groups affected by structural inequalities who can be disproportionately affected by barriers to reporting. Effectively engaging communities in policing can increase the degree of trust and the perception of police legitimacy, whilst also impacting crime levels and impressions of disorder.

Neighbourhood Policing Guidelines highlight how forces should be involved in a two-way dialogue with the public, in order to develop a better understanding of the needs, risks and threats of the community and provide an opportunity to help build confidence in the police.

Independent Advisory Groups (IAGs) and Counter Terrorism Advisory Groups (CTAGs) provide a platform for the police to engage with communities, enabling community members to challenge police approaches, and contribute to forward-thinking around increasing the ease of access to the police for the communities most affected by structural inequalities.

Police responsibility also covers appropriate support for victims and witnesses. The Victims' Code of Practice states that victims who are particularly vulnerable, intimidated or persistently targeted, are entitled to an enhanced service in terms of support.
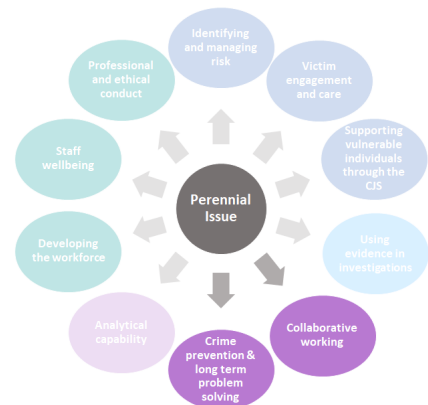
Useful Links

Independent advisory groups advice 2015

Neighbourhood policing impact and implementation 2018

Victim of the System report

Code of practice for victims of crime

Prevent Strategy

Prompts / Suggested Measures

UNDER DEVELOPMENT.... PLEASE CONTACT VKPP@norfolk.pnn.police.uk