



Vulnerability Knowledge  
& Practice Programme



# National Policing Vulnerability Knowledge and Practice Programme (VKPP) Objectives and Priority Workstreams

# Coordinating and improving the policing response to vulnerability



## Vulnerability Knowledge & Practice Programme

### Whole systems approach:

- NPCC and CoP National Vulnerability Action Plan (NVAP) > Leading to the National Policing Vulnerability Strategy
- Vulnerability and public protection governance deep dive
- College of Policing Professionalising Public Protection
- Equity, Diversion and Inclusion (EDI)

### Insight, influence and outreach:

- Supportive peer review offer
  - Op Soteria
- Local Strategic Child Safeguarding Partnerships policing facilitation
- Practice mapping
- Peer support and policy advice
- Communications

### Research and Review:

- Primary and secondary research capability targeting perennial issues
- Learning from death & serious harm
  - Police learning from serious case reviews
  - National Child Safeguarding Practice Review Panel contract
  - Domestic Homicide & Suspect Suicide Following Domestic Abuse Project

### Analysis and data:

- Violence Against Women and Girl's strategic analytical function
- Child Sexual Abuse and Exploitation regional analyst network
- Cross vulnerability analytical capability work

# Our Vision

Coordinating and improving the Policing response to vulnerability.

# Our Mission

We build and utilise evidence and practice knowledge to drive improvements for persons who are subject to abuse, neglect and exploitation.

We provide a multi-disciplinary supportive offer which combines research, analysis, subject matter expertise and peer review to influence policy and improve practice across policing and partnerships.

Our work is aligned to three overarching outcomes:

## 1 **Long Term Impact 1: Knowledge Gaps - Capability**

Policing has the necessary core knowledge, insight and skill across:

- 1.1 Chief Officers,
- 1.2 Strategic leads
- 1.3 Specialist staff
- 1.4 Analysis
- 1.5 Non specialist staff and Partners

This is in order to understand, prevent and respond effectively to vulnerability and those persons subject to abuse, exploitation and neglect.

## 2 **Long Term Impact 2: Systemic issues - Opportunity**

Policing has a coordinated evidence base and aligned approach to the cross-cutting themes which enables effective responses (including prevention) to vulnerability and those experiencing abuse, exploitation and/or neglect (internal and in collaboration with partners).

## 3 **Long Term Impact 3: Cultural change - Motivation**

Policing demonstrates consistent and effective leadership which values and utilises evidence, addresses harmful attitudes/ behaviours and enables effective responses to vulnerability and those experiencing abuse, exploitation and/ or neglect.

VKPP Priority workstream	Activity	Aims	Target outcomes
National Vulnerability Strategy	<p>Lead the development of an overarching approach to vulnerability for policing nationally simplifying the current landscape of existing strategies.</p> <p>This work continues as an extension to the work of the NVAP which supports forces across England and Wales.</p>	<p>To drive a more consistent, coordinated and evidence based approach across vulnerability (with HMICFRS alignment) to improve the way we identify, respond and prevent offending and meet victim need.</p>	1, 2 and 3
National Vulnerability Action Plan (NVAP)	<p>The NVAP provides a framework; an overarching action plan designed to be used by policing to support their improvement and response plans across vulnerability. The aim is to bring forces' work in the vulnerability space together under one holistic umbrella.</p> <p>The plan benefits forces by reducing duplication and highlighting gaps, which are often missed across overlapping plans. The VKPP team also continue key work with HMICFRS around the PEEL assessment framework to bring greater alignment between the NVAP and inspectorate activity.</p>	<p>A set of key interim measures have now been added to the NVAP to support forces in tracking, monitoring, and measuring the impact of their actions across vulnerability.</p>	

VKPP Priority workstream	Activity	Aims	Target outcomes
Governance	<p>Conduct an evidence-based review to inform policing's understanding of internal governance structures and the join up with external partnership structures.</p>	<p>This work will explore what effective governance looks like, roles and responsibilities and culture. It will inform the delivery of the National Vulnerability Strategy and the Professionalising Public Protection Project and provide some evidence based principles to support practice</p>	2 and 3
Professionalising Public Protection	<p>Work collaboratively with the College of Policing and other stakeholders to scope, develop, and inform the establishment of the Professionalising Public Protection training pathway and to inform training content for officers and staff;</p> <p>A co-ordinated approach to improve the response to vulnerability combining research, analysis and practice insight, packaged into a direct supportive offer for policing.</p> <p>Contribute insight and provide inputs at the CoP's PPLSDP programme, national executive leadership training and review officer training as well as hosting / providing bespoke inputs at conferences and other learning events.</p>	<p>Deliver relevant, dynamic, and connected products to support the professionalisation of those working within public protection.</p> <p>Providing a whole system lens to prioritise perennial issues, share innovation and respond to changing issues.</p> <p>Continue to deliver key inputs at relevant training, CPD and conferences.</p>	1 and 2

VKPP Priority workstream	Activity	Aims	Target outcomes
Equity, Diversity and Inclusion	<p>Promote recognition and the ability to evidence the impact of inequalities within harms linked to vulnerability across policing and stakeholders/partners.</p> <p>Ensure that EDI principles are aligned and integrated into both our team and our approach to all workstreams.</p> <p>Delivery of a programme of EDI action within the VKPP including training and team Diversity Dialogues, with a current focus on:</p> <ul style="list-style-type: none"> <li>• Recruitment and Induction</li> <li>• Misconduct and Discrimination</li> <li>• Team knowledge, confidence and culture</li> </ul> <p>Work collaboratively with the CSE Taskforce to ensure that seldom heard communities are reached.</p>	<p>Strengthen policing's understanding and approach to equity, diversity and inclusion within public protection and the wider vulnerability landscape.</p> <p>EDI is understood, integrated, and highlighted in all that VKPP does.</p> <p>Increase confidence and trust and improve outcomes for under-protected victims.</p> <p>Provide insight and input to Governance and National Vulnerability strategy work.</p>	1 and 3

VKPP Priority workstream	Activity	Aims	Target outcomes
Peer Review	<p>The fully funded supportive VKKPP Peer Review offer assists forces in the delivery of their NVAP actions, aligned to 14 thematic strands of public protection.</p> <p>Reviews are based on a methodology agreed by the force and are led by a peer reviewer and a specially selected cadre of subject matter experts.</p> <p>The VKPP peer review works to:</p> <ul style="list-style-type: none"> <li>• Provide a supportive process to assist forces in the delivery of their NVAP actions and the management of their service to vulnerable children, adults, and communities</li> <li>• Provide dedicated peer review capability and support for Op Soteria Bluestone actions (funded by Soteria programme)</li> <li>• Contribute to the national evidence base through identification of promising practice, whilst improve consistency of approach to delivering the NVAP.</li> </ul> <p>The team work closely with the College of Policing and Hydrant Programme to mobilise this offer, ensuring that the processes and strategies across all three review offers are consistent yet unique in terms of their area of focus.</p>	<p>Targeted improvements in policing practice across and within vulnerability thematic areas.</p> <p>Promising Practice mapped to College of Policing repository.</p> <p>Clear identification of knowledge/ practice gaps enabling improvement in response and impact tracked with targeted follow up post peer review.</p>	1 and 2

VKPP Priority workstream	Activity	Aims	Target outcomes
<p>Local Strategic Child Safeguarding Partnerships – Policing facilitation</p>	<p>To support national policing leaders to understand and discharge their statutory responsibilities with regards to child safeguarding partnerships and improve partnership responses to vulnerable children. This asset works in collaboration with similar asset funded by DFE/ DHSC for children’s social care, health and education (planned)</p> <p>Focus areas for this FY include:</p> <ul style="list-style-type: none"> <li>• Advising and shaping the development of national ‘statutory’ working together guidance and related cross government responses to independent children’s social care review, national panel review into deaths of Star Hobson and Arthur Labinjo-Hughes and Independent Inquiry into CSA (IICSA).</li> <li>• Informing and shaping national policing policy with the NPCC lead.</li> <li>• Production of a learning resources for policing leaders and CPD / training for police leaders (Bespoke six weekly CPD sessions and inputs at CoP PPLSDP).</li> <li>• Policing (single agency) and partnership peer review and support</li> <li>• Focussed work on cross cutting perennial issues with research team – recent focus on independent scrutiny</li> </ul>	<p>Increased knowledge and skill of policing leaders to effectively discharge strategic statutory responsibilities.</p> <p>More effective and resilient child safeguarding partnerships.</p> <p>Improved response for children at risk of / experiencing abuse, neglect and exploitation.</p>	<p>1, 2 and 3</p>



VKPP Priority workstream	Activity	Aims	Target outcomes
Practice Mapping	<p>Identify, share and promote positive practice development across the vulnerability space.</p> <p>Working collaboratively with the College of Policing to populate their Practice Bank with promising examples of police responses to vulnerability.</p> <p>Create a framework for policing to engage with academia and other external evaluators to increase evaluation of promising practice.</p> <p>It supports forces to understand the benefit of evaluated practice internally and on a national policing level.</p>	<p>Support forces on the journey from promising practice to evidence-based practice.</p> <p>Produce accessible documents highlighting promising practice nationally, showcasing the examples in the realm of vulnerability to improve response whilst also implementing a framework for external evaluations.</p>	1 and 2

VKPP Priority workstream	Activity	Aims	Target outcomes
Research and Review	<p>This multi-disciplinary academic team prioritises and carries out primary and secondary research that:</p> <ul style="list-style-type: none"> <li>• Addresses vulnerability holistically</li> <li>• Meets the needs of policing leaders</li> <li>• Highlights overshadowed areas that need a spotlight</li> </ul> <p>The work both drives priorities and is responsive to emerging issues. It also seeks to influence and coordinate the wider academic and review communities to support research and practice knowledge development.</p> <p>Publication of Voice of the Victim research project which supports forces to develop clear processes to ensure that the voice of vulnerable victims and witnesses are heard.</p> <p>Support the work of Operation Stovewood – the largest law enforcement investigation into non-familial child sexual exploitation and abuse in the UK.</p> <p>Draw out learning from across the range of serious case reviews in the vulnerability space for policing and focus on cross cutting issues to prevent future occurrence and target practice improvement.</p> <p>The team also provides research support and informs wider strategic vulnerability projects across the VKPP.</p>	<p>A strengthened evidence base in policing and vulnerability, driving insight and understanding, leading to improvement.</p> <p>Building academic and review networks.</p> <p>Producing evidence based accessible briefings and resources to inform and support practice improvement and prioritise/ coordinate onward research activity.</p>	1 and 2

VKPP Priority workstream	Activity	Aims	Target outcomes
<p>National Child Safeguarding Practice review panel contract – mobilising Aug 2023</p>	<p>Support the National Child Safeguarding Panel to discharge their statutory responsibilities by systematically drawing out learning from the deaths and serious harm of children and improve practice across multi-agency child partnerships. NOT POLICING SPECIFIC.</p> <p>Draft and produce their annual report.</p> <p>Provide bespoke analytical support to the panel, informing national reviews and the focus of panel activity.</p> <p>Integrating learning back into the policing and partnerships system, supporting onward practice development and coordination across practice and policy landscape.</p>	<p>A more effective national child safeguarding practice review panel, aligned to and focussed against the cross-cutting matters.</p> <p>A more integrated learning system, getting insight into practice and the hands of those who shape guidance, policy and training to inform onward response.</p> <p>A more joined up effective partnership response.</p>	<p>1, 2 and 3</p>

VKPP Priority workstream	Activity	Aims	Target outcomes
<p>Domestic Homicide Project</p>	<p>The Domestic Homicide Project is a Home Office funded research project led by the National Police Chiefs' Council (NPCC) and delivered by the VKPP in collaboration with the College of Policing. It seeks to track in relative live time the scale, nature and characteristics of domestic homicide and suspected suicide following DA utilising a bespoke data capture and draw out key learning. The Domestic Homicide Project is separate to the existing statutory process for Domestic Homicide Reviews.</p> <p>Academics seconded to VKPP, have led the research in partnership with police and includes deep dive peer review activity with individual forces.</p> <p>An annual report is produced along with spotlight briefings which focusses on how policing can improve its response to domestic abuse, domestic homicide and present ground-breaking new work on victim suicide after domestic abuse.</p>	<p>40 key findings alongside 25 recommendations which aim to help the criminal justice sector improve prevention and investigation of domestic homicides and work more closely with bereaved families and targeted VKPP follow up work</p> <p>Publication of year 3 report to share relevant learning to help improve and influence police practice.</p> <p>Produce accessible Spotlight Briefings on important themes arising from its findings.</p> <p>Disseminate, promote and integrate learning into policing system to improve responses.</p> <p>Carry out focused work on suspected victim suicides following domestic abuse to improve evidence base and practice.</p>	<p>1 and 2</p>

VKPP Priority workstream	Activity	Aims	Target outcomes
Violence Against Women and Girl Analysis	<p>Data and analysis play a vital role in understanding policing's response to VAWG, alongside capturing learning, commissioning and delivering research to develop evidence bases that inform front line practice.</p> <p>The team have produced the first ever national VAWG Strategic Threat and Risk Assessment (STRA) to further our understanding of the scale, threat, and policing response to VAWG with both an internal law enforcement and external public facing product. The second iteration will be produced this financial year.</p> <p>This project enables the development of intelligence requirements alongside wider utilisation of the first version of the VAWG Strategic Threat and Risk Assessment (STRA) designed to further our understanding of the scale, threat, and policing response to VAWG</p> <p>The team will also produce a national problem profile on the 'insider threat' of VAWG within policing.</p>	<p>An informed evidence base around the scale, nature and response to VAWG, enabling effective planning and strategic responses.</p> <p>Improved transparency to build trust and confidence to meet Strategic Policing Requirement expectations.</p>	1, 2 and 3
Cross Vulnerability analytical Capability	<p>We work in partnership with the analytical community to both support existing work and to collaborate and understand where improvements can be made in the identification of vulnerability through analysis. This includes examining training provision for analysts, improving data as our most valuable asset in vulnerability identification and strengthening the network of vulnerability analysts across law enforcement and partner agencies.</p>	<p>Improvements in data quality and utilisation of evidence informed risk indicators.</p> <p>Enhanced vulnerability input in the Intelligence Professionalisation Programme (IPP) for analysts and improved onward service delivery.</p>	1 and 2

VKPP Priority workstream	Activity	Aims	Target outcomes
<p>Child Sexual Abuse and Exploitation regional analyst network</p>	<p>Improve our understanding of scale and nature of CSAE and meet national strategic policing requirement, informing and directing onward practice and policy development.</p> <p>Provide dedicated support to national taskings from the NPCC lead in collaboration with the national CSE Taskforce and Hydrant / TOEX programmes and NCA. This includes bespoke analysis on themes like Online CSA activist groups</p> <p>Produce quarterly assessment of the Totality of Police Recorded CSAE. A comprehensive picture of trends and reports in respect of child sexual abuse and exploitation to inform and drive the policing and partner responses. Aim to produce a public version this FY.</p>	<p>An improved and current understanding of scale and nature of the CSAE threat enabling SPR requirements to be met.</p> <p>Increased transparency of police insight to inform policy debate, investment and improve response.</p>	<p>1 and 2</p>