

Maximising the National Vulnerability Action Plan (NVAP): 2020-2022

A reflection from a former chief officer

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Strategic Vulnerability Leads,

The revised NVAP has undergone a 10-month comprehensive update to make it fit for purpose, ensuring all the actions are relevant and evidence based. NVAP details the multi-faceted nature of the revision. Please take time to familiarise yourself with its contents and reassure yourselves of its importance and relevance within your organisation.

In summary:

- The number of force actions has been reduced from twenty-eight to sixteen.
- Behind each action there is an evidence page, itemising recent research findings and promising practices that have been identified by the forty-three forces. These are all accessible at the push of a button.
- The plan is a live document, owned by the VKPP which will be updated as new evidence is produced, actions delivered and new actions are required.
- There has been comprehensive consultation with HMRCFRS which will continue. HMICFRS support the plan and they will utilise the document in their pre-inspection visits to determine the work forces are completing against the plan and outputs /outcomes being delivered.
- A full equality impact assessment has been completed.

How to maximise force level implementation of NVAP:

The success of NVAP locally, very much rests on how it is implemented at force level. This document seeks to offers some reflections for strategic leads from a former chief officer to help support and guide subsequent implementation and maximise the plan's potential.

Governance:

The revised NVAP maximises the best body of evidence to-date and has the support of all the key professional bodies involved in policing. NVAP now has the support of the NPCC, the CoP Professional Committee and support of HMICFRS. At the national level, future governance will be driven by the chair of the Violence and Public Protection board, supported by the individual national vulnerability strand leads. This will bring matrix management across the VPP portfolios, identifying common perennial themes, ultimately joining up work across the public protection space.

NVAP contains generic actions; the plan's core aim 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, the plan is designed to inspire officers of all ranks to adopt a holistic approach when dealing with vulnerability issues.

NVAP is not about vulnerability specialist teams. The supporting evidence base, especially the CoP perennially issues work, empirically shows historic delivery and training inputs for the force actions within NVAP has not, and will not, deliver the long-term behavioural change we want to see in our staff. Forces have to consider the evidence base supporting NVAP to deliver the actions to produce behavioural change and buy-in by staff.

Suggested Delivery Mechanisms:

1. Bench mark NVAP against your force strategic priorities and business plans. Identify synergies and align NVAP prioritisation accordingly;
2. Get the buy-in of your chief officer team, together with agreed resourcing to deliver;
3. Ensure Police and Crime Commissioner engagement and update mechanism on delivery;
4. Set up a standard 3-level governance model: strategic, tactical, operational;
5. Ensure all key business areas are represented at each of the governance levels;
6. Representatives from learning and development departments, transformational change teams and local policing leads, together with vulnerability specialists should be core members of the groups at each level;
7. Workshop NVAP at all three governance levels. Understand it's aims and the comprehensive evidence base sitting behind each action. Practitioner and supervisory workshops can produce a wealth of information to add further support;
8. Complete an audit of all your force action plans aligned to vulnerability. Include areas for improvement from HMICFRS inspections, local review findings, your business risk management findings, audit findings, local partnership action plans, IOPC actions and the business plans for L&D. There will be a myriad of them! What is the force temperature around the vulnerability space?
9. Do a piece of work to consolidate the plans (at 8). A key recommendation would be to use analytical resource; worth their weight in gold for producing a quality product. Identify the common themes (perennial issues). The work (if hitherto not completed) will consolidate numerous plans into themes, which will link to NVAP. The blue light moment. The work will give you the confidence to know NVAP has local traction and your force activity can be delivered through the aims and objectives;
10. The second stage of the audit process is to prioritise the consolidated actions from high to low risk. Remember: "eating an elephant can only be done one way: one bite at a time". This is a journey;
11. NVAP has all the current evidence and best practice to assist you deliver the actions. Use the plan – it is what it is for! Critically, understand behavioural change. This is where forces have gone wrong hitherto and not delivered the long-term improvements in

outcomes they have sort. A behaviour change model developed by Michie et al (2011), and widely used by Public Health and the College of Policing, suggests any change in behaviour requires three elements:

- Capability: individuals have the knowledge and skills needed.
- Opportunity: there is the right support for changing behaviour and any barriers to implementing change have been minimised.
- Motivation: individuals either want to or have to change the way they do something.

12. Consider branding and communication strategies for the work. How is reward and recognition identified across your organisation. Does vulnerability feature? If not, consider changing it;

13. Outcome measurements: how are you going to measure the activity taking place and the changes in outcomes as actions are delivered? Current known practice is incorporated in NVAP, but it is still a developing area of business. Consider performance measures, audits and staff surveys. The VKPP are seeking to consolidate learning in this space and develop some suggested measures for inclusion in future iterations of the plan;

14. The VKPP offer includes conducting force visits and delivering inputs to the relevant leads on the development of their plan, if deemed helpful. The VKPP will also continue to bring key updates to regional public protection leads meetings;

15. The VKPP recognises that there have been limited opportunities for forces to receive or commission support while implementing and assessing the delivery of their activity across the range of Perennial Issues. The VKPP are developing a supportive offer, which is intended to meet this need through the delivery of a fully funded peer review capability that will be tailored to specific NVAP actions and bring together sector experts, practitioners and the best available evidence. The VKPP are working towards mobilising this work stream in late 2020/ early 2021 with a small number of targeted initial reviews delivered prior to a more substantive offer being available next financial year (Home Office funding dependent).

Useful links and contacts for further information:

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<https://whatworks.college.police.uk/Research/Pages/Vulnerability.aspx>

<https://knowledgehub.group/> Vulnerability and Violent Crime Programme