



National Vulnerability Action Plan (NVAP) 2020-2022

Frequently Asked Questions (FAQ):

This FAQ document was created following the workshops on the National Vulnerability Action Plan (NVAP) led jointly in November 2020 by the Vulnerability Knowledge and Practice Programme (VKPP) and Karen Manners on the implementation of the reformed NVAP which was published in July 2020. The new NVAP can be found here:

<https://www.npcc.police.uk/Crime%20Ops%20Committee/NVAP.pdf>

Frequently Asked Questions:

1. What governance structure should be in place to support implementation of the NVAP?
2. Should the NVAP be used as an overarching plan/strategy?
3. How should the NVAP fit alongside other force strategies/plans?
4. Are there any promising practice examples where forces have embedded NVAP?
5. Is the plan to be used within multi-agency/partnerships?
6. Has anyone presented the NVAP to partnerships?
7. When developing the NVAP reform, have you compared and contrasted the inspection methodology of JTAI/HMICFRS?
8. What measures are you proposing to use against NVAP, how are you defining what good looks like?
9. Where is the NVAP housed and how does it remain live?
10. Has the NVAP had an Equality Impact Analysis completed? If so, are we able to access this?
11. Should the NVAP be considered as part of everyday operational policing?

1. What governance structure should be in place to support implementation of the NVAP?

The revised NVAP maximises a wide and current evidence base to underpin all actions and has the support of all the key professional bodies involved in policing. The 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 (VPP) board, and supported by the individual national vulnerability strand leads. This will enhance inter-operability and matrix management across the VPP portfolios, identifying common perennial themes, ultimately joining up the public protection space.

Although the VKPP does not mandate a particular governance structure to support implementation of the NVAP, the following suggestion has been adopted by a small range of forces. Adhering to a standard 3-level governance mode as communicated below which include strategic, tactical and operational levels. Ensure all key business areas are represented at each of these governance levels. Business areas will include representatives from learning and development departments, transformational change teams and local policing leads, together with vulnerability specialists. These representatives should be core members of the groups at each level.

Strategic: the force strategic lead who will have overall responsibility.

Tactical: the individuals/team who will consider how the activity directed within the plan is carried out locally.

Operational: the team who are on the ground carrying out the activity which works towards the actions.



2. Should the NVAP be used as an overarching plan/strategy?

The NVAP should sit above all other thematic plans within the force. This is an overarching strategic plan to which all other thematic vulnerability activity and action plans can be aligned. Above the NVAP should sit the Police and Crime Plan and the two should have a clear interlink.

It is not mandatory to write an accompanying strategy. However, an accompanying strategy should use the NVAP, the infrastructure around the NVAP including governance, forums and boards and other agreed activity in NVAP mobilisation and implementation.

3. How should the NVAP fit alongside other force strategies/plans?

Where there are existing and functional plans and strategies in place, the intent is not to clear established work and begin afresh. Rather, to complete an audit of all force action plans which are aligned to vulnerability, including areas for improvement from HMICFRS inspections, local review findings, business risk management findings, audit findings, local partnership action plans, IOPC actions and the business plans for Learning & Development. These actions can be aligned to the overarching NVAP actions. This will consolidate numerous plans into themes, which will link to NVAP. All other force action plans linked to violence and public protection will be overlaid on the NVAP.

The second stage of the audit process is to prioritise the consolidated actions from high to low risk. This requires calculating which NVAP actions have little activity against them to identify where there exist the greatest areas of weakness. These could be called 'gaps' or 'priority areas'. If these are graded as high risk, it does not de-prioritise other NVAP actions where there is a suite of activity happening, but draws focus to the 'gap' areas. There is not an encouragement for forces to 'sign off' actions.

Under the Violence and Public Protection Board, which encompasses all 14 strands of public protection, the VPP and VKPP are attempting to eliminate duplication. The VKPP recognises that this is a journey, and acknowledge that one of the key roles of the VKPP is to work with VPP staff officers to support synergy of action plans and rather than duplication. All of the national thematic action plans will align to the actions in NVAP. Ideally, forces will not create new action plans but move towards using the NVAP as a template against which new activity can be developed.

For further guidance on strategic and tactical planning, please see:

<https://www.app.college.police.uk/app-content/operations/operational-planning/strategic-planning/>

4. Are there any promising practice examples where Forces have embedded NVAP?

Avon & Somerset Police:

Avon and Somerset's Improvement and Assurance team have been working with vulnerability business leads to audit plans against the NVAP.



Avon and Somerset and its Office of the Police Crime and Commissioner have identified 15 strands of vulnerability, each of which has its own delivery plan. Around 90 activities have been aligned to the NVAP actions and the NVAP has been adopted as the overarching strategy. This has allowed them to synergise activities and identify gaps. Where work is being carried out in silo, it can now be joined up in a more improved way, recognising the cross-cutting themes within the vulnerability arena.

Avon and Somerset have said that the NVAP has helped them to streamline their existing plans and work together in a more focused and enhanced way, for example, when bidding for resources and in building capability and capacity.

Avon and Somerset have undertaken the benchmarking exercise that was postponed to see how they are delivering against the NVAP. This enabled them to: identify gaps and areas of improvement in relation to their vulnerability response; to ensure vulnerability activities are captured in relevant 2021/22 plans across the organisation; and to prepare for the national benchmarking exercise and likely HMIC inspection later in the year. Avon and Somerset have reflected that the process hasn't been a problematic, but anticipate that this could be partly due to having vulnerability plans already in place and each of these plans having an assigned and valuable dedicated business lead and support resource.

Vision for future: To use the NVAP to assess and assure how well we are managing and responding to vulnerability across all strands and crime types, and to view delivery of improvement activity through the lens of the relevant NVAP action – and then, if necessary, through the specific strand of vulnerability as a secondary lens.

Please get in touch with other examples which can be shared nationally: vkpp@norfolk.police.uk

5. Is the plan to be used within multi-agency/partnerships?

The NVAP was never made as a partnership plan, but it could overlap easily at a national level and multi-agency level as the same problems align into Children's Social Care, Adult Social Care and Health. It is worth presenting to Safeguarding Partnerships to show them the products that have been produced. Karen Manners (retired DCC) at the NVAP workshops in November 2020 suggested that it would be beneficial to have Chiefs delivering at Chief Exec level because they have the same issues.

The VKPP has begun some tentative discussion with other partners including DFE and the What Works Centre for Social Care to try and explore how we can broaden this approach out across wider safeguarding partners. This work is in early stages, but the VKPP are looking to expand and develop this with the support of ACC Jackie Sebire (NPCC Serious Violence Lead) to push this element forward. Lorraine Parker (VKPP) has also been looking at this as part of her Multi Agency Safeguarding Arrangements (MASA) reform policing leadership work.

VKPP has been involved in work to address ongoing multi-agency information sharing concerns currently being conducted by the Home Office, Department for Education and the Department of Health and Social Care. Following technical updates to Working Together 2018 in relation to information sharing, further announcements are expected from government in 2021 to try to address this perennial issue. The national police lead for multi-agency safeguarding arrangements, Lorraine



Parker, is also engaging policing's statutory partners, local authorities and health, regarding information sharing.

6. Has anyone presented the NVAP to partnerships?

West Mercia Police have four Local Authorities in addition to tiered Authorities. West Mercia Police have set up a Vulnerability Partnership Exec Group (VPEG) and presented the NVAP there to the partnership group mandating action for partners to consider terminology, language and action synergy across individual plans. This was received well and was chaired by the ACC. See below for the Terms of Reference for the VPEG.¹

Further work has been scoped with a Violence Reduction Unit (VRU) who have a master, overarching plan with all Community Safety Partnerships' local plans combined. The VKPP are currently working with the VRU to align the plan to the NVAP as a test for further work with other VRUs and multi-agency partnerships. This will start to address some of the language within the NVAP which is currently police-focussed to ensure it's easily understood by multi-agency partners.

7. When developing the NVAP reform, have you compared and contrasted the inspection methodology of JTAI/HMICFRS?

The VKPP are working closely with HMICFRS currently regarding the NVAP. They are an independent inspection body and, whilst they do not intend to inspect against the NVAP, they will aim to reference against the NVAP and will ask about NVAP activity and implementation within forces. HMICFRS were also involved in the development of the NVAP via workshops and consultation.

The VKPP have recently held events with HMICFRS about the NVAP with ongoing work planned around outcomes and inspection processes to inform the VKPP NVAP Peer Review offer. The VKPP NVAP Peer Review offer is in development and will also be working closely with the College of Policing and Operation Hydrant, who both have peer review offers. The VKPP offer will be focussing on NVAP action activity.

When a local inspection is published, the findings will likely identify issues which can be mapped against the force-level NVAP plan as the themes will fit. This will also help the identification of priority areas as discussed in question 3.

8. What measures are you proposing to use against NVAP, how are you defining what good looks like?

The VKPP recognises the challenges with the NVAP driving longer term impact to improve responses to vulnerability and the expectations on forces to demonstrate impact in line with OPCC political cycles and short-term funding.

The VKPP are currently exploring outcomes and the VKPP are currently exploring outcomes and wider literature that evidences how to design good performance frameworks. The VKPP are also scoping promising practice nationally. Within this evidence base, it is fundamental to ensure an effective balance between qualitative and quantitative measures. The VKPP is initially focused on outcomes



relating to children. Dr Debra Allnock has undertaken a literature review exploring the dimensions of police engagement with young people which speaks from young people's views and experiences. The VKPP is also consulting with children and young people to prioritise these findings and to start to explore what 'good' looks like. Drawing together both national findings alongside the literature review and consultation, the vision for the next year will be to turn the findings into suggested measures against the NVAP.

The VKPP is aware of practice which is being developed locally to determine performance and outcomes frameworks against NVAP actions. For example, one police force for are currently working with an academic institution to develop a performance framework against action 2.6.2 'Officer Norms'. Please get in touch with other examples which can be shared nationally: vkpp@norfolk.police.uk

9. Where is the NVAP housed and how does it remain live?

The NVAP is housed both on the Knowledge Hub 'Vulnerability and Violent Crime Programme' group and on the National Police Chiefs Council (NPCC) website. On the Knowledge Hub, the VKPP will update the NVAP every 6 months with new evidence emerging to support NVAP actions.

At force level, some forces have suggested housing their NVAP on SharePoint or a similar online site where the force NVAP can also remain 'live' and be updated with new activity and accessible by the workforce. This could also have the potential to be accessed by partner forces and the VKPP (with data sharing permissions granted).

10. Has the NVAP had an Equality Impact Assessment (EIA) completed? If so, are we able to access this?

The VKPP has undertaken an Equality Impact Assessment (EIA) on the NVAP following a query being raised by AC Ball at the College of Policing (CoP) Professional Committee, relating to issues around disproportionality and race, and if these had been sufficiently drawn out in recommended NVAP actions. The VKPP undertook the EIA with support from the CoP and feedback from members of the NPCC Race, Religion and Belief strategic group. Through completion of the EIA, the VKPP made some direct changes to the NVAP prior release. The changes that were made related to language used within the plan and greater consideration around communication barriers. Consideration was also given to how actions, dependent on how the force conducts activity, could impact disproportionately on certain protected characteristics and groups affected by structural inequality. When completing the EIA, the VKPP also acknowledged intersectionality and how aspects of a person's identity may combine to create unique models of discrimination and privilege.

The completion of the EIA highlighted the need for further research and consultation with groups affected by structural inequality and organisations who specialise in supporting these groups across all the protected characteristics. This further research and consultation are currently being undertaken by the VKPP. This will enable the VKPP to ensure the NVAP aims to best service the needs of groups impacted by structural inequality by considering how each NVAP action will affect different groups of



children, young people, vulnerable adults and communities. If any force was interested in viewing the EIA or the research behind it, please get in touch: vkpp@norfolk.police.uk

11. Should the NVAP be considered as part of everyday operational policing?

Where forces have specialised teams that are already working from area-specific action plans (for example, the force Child Sexual Exploitation action plan or Domestic Abuse action plan) then it would be valuable for those teams to be sighted on the NVAP and consider the benefit of cross-referencing actions within policy decision making, strategic planning for the service, and case management. There is undoubtedly a benefit of most if not all operational policing areas being aware of the NVAP at ground level upwards. Considering the focus around Officer Norms, training, and welfare there is also a strong case for NVAP to be considered as daily business within the learning and development and human resources environment.

Ultimately it will be a decision for individual forces to make with regards to whether they use the NVAP predominantly as a senior management tool or, instead, endeavour to implement and embed on a more universal scale. For further guidance or feedback on this please contact the VKPP.

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Vulnerability Partnership Executive Group	
Vision	Working together to protect the vulnerable and develop new, innovative and shared services which prevent harm at the earliest point.
TOR	<ul style="list-style-type: none"> • To share learning and developments within each agency • To seek to identify a whole system approach in responding to vulnerability. • Together, identify strategic challenges which impact partnership working • Collectively be accountable for the delivery of the joint vision. • Highlight and address where poor practice occurs and work together to remedy these within our own organisations. • Identify where opportunity exists for the commissioning of joint services. • Provide a platform for challenge and accountability at a strategic level. • Identify and develop a West Mercia wide approach to early help and early intervention • Consider a joint performance framework which informs practice • To identify partnership training needs and seek out effective joint training opportunities.
Outcomes	<ul style="list-style-type: none"> • Improved service provision for the most vulnerable • Improved partnership working arrangements in addressing vulnerable multiple service users • Create safer and healthier communities. • Identify streamlined processes and services to protect vulnerable people.