



**Vulnerability Knowledge
& Practice Programme**



**College of
Policing**

NPCC
National Police Chiefs' Council

National Vulnerability and Public Protection Strategy

A common framework approach to vulnerability including public protection.

Partnerships

February 2025

Chief officers, alongside their police and crime commissioners (PCCs), can use their influence to build effective partnership working, particularly with individuals and groups who have influence within communities.

Partnership working is essential in reducing vulnerability related risk and harm, and in some areas the Police have a statutory requirement to be an active stakeholder in multi-agency working arrangements. There is also a wealth of knowledge and resource available within non-statutory partners and commissioned arrangements that if harnessed will tackle the threat posed by those who cause harm and those who are vulnerable to it.

This document is provided to help forces understand the effectiveness of their partnership arrangements and to reinforce the benefits of those relationships. It supports the NPCC Policing Vision 2030¹ that has 5 key objectives to prevent crime and criminality through increased collaboration and partnership.

Taking a 'whole systems' or public health approach applies systems thinking methods and practice to better understand the challenges and identify collective actions by;

1. Defining the problem.
2. Identifying the causes.
3. Designing, implementing and evaluating interventions to find out what works.
4. Implementing effective interventions on a wider scale.

This document provides areas of focus for forces to consider in evaluating and implement effective partnerships for vulnerability.

¹ [policing-vision-2030.pdf \(npcc.police.uk\)](https://www.npcc.police.uk/policing-vision-2030.pdf)

Principle	Positive Indicators
<p>Work collaboratively with statutory and non-statutory partners at operational and strategic levels.</p>	<ul style="list-style-type: none"> • The Force understands its partners and has mapped its strategic and non-strategic partnerships. • Strategic leads set the force's individual contributions to shared priorities, ensuring strong governance, accountability, and reporting mechanisms to hold delegates to account for the delivery of multi-agency agency commitments to vulnerability, risk and harm. • The force is proactive and facilitates the timely and effective sharing of information to identify, inform and tackle problems. • Partnerships have a common information picture. • Partnerships take a whole system approach, jointly defining the problems, understanding the causes, designing the interventions and implementing solutions. • Partnerships work collaboratively with commissioning leads to provide support services to meet the need now and in the years ahead. • Partnerships work collaboratively with commissioning leads to provide interventions to disrupt suspects and meet the need now and in the years ahead.
<p>Information sharing agreements across partnerships are in place.</p>	<ul style="list-style-type: none"> • The force has in place arrangements that set out clearly the processes and the principles for information sharing, and such arrangements cover how information will be shared within their own force and with others involved in supporting vulnerable persons. • The force supports staff, so they are clear on their roles and responsibilities for sharing and seeking information. • Information Sharing informs decisions based on wider risk and not based on single issues. • Information Sharing Agreements are in line with College of Policing APP 'Information Management' • Information Sharing agreements are reviewed and tested as to their effectiveness.
<p>A multi-agency referral and decision-making process is in place with clear escalation processes.</p>	<ul style="list-style-type: none"> • There are effective multi-agency processes for referrals in place within the force area, that enables quality and timely referrals, with clear ownership and accountability. • Escalation processes are in place with staff confident when to engage these. • Partnerships reassure themselves of the effectiveness of their processes and the performance of organisations involved.
<p>Referrals are made to ensure vulnerable people are safeguarded and/or supported.</p>	<ul style="list-style-type: none"> • Referrals are made to initiate safeguarding or welfare needs activity. • The force is clear on its role in respect of referral processes. This is understood and used effectively. • The force utilises the expertise of internal and external stakeholders for relevant crimes to support vulnerable people.

Principle	Positive Indicators
<p>Seek a jointly accountable whole systems approach to prevent harm.</p>	<ul style="list-style-type: none"> • There is a whole system governance approach to strategic partnerships. • Robust Multi-Agency Safeguarding Arrangements (MASA's) are in place to ensure information about vulnerable persons is shared effectively, risk of harm is correctly identified and coordinated so that vulnerable persons are directed to targeted services that meet their needs. • There are local agreements in place with clear governance of multi-agency working processes (eg MARAC, MATAAC, MAPPA), with clarity across relevant agencies. • Partnerships work with local universities and academics to support evaluation across problem-solving and cost benefit analysis.
<p>Steps taken to safeguard vulnerable people using effective problem-solving approaches.</p>	<ul style="list-style-type: none"> • Partnerships work to action recommendations from learning opportunities such as critical incidents, Statutory Reviews, and promising practice. • Partnerships understand where there are systemic issues impacting improvements to change so that the multi-agency system remains dynamic and self-improving. • Force collaborates with partners to solve the causes of repeat victimisation. • Partnerships are developed and effectively communicate a range of diversionary and disruption tactics to tackle suspects. • The use of preventative activity such as 'Designing out Crime' is owned at a partnership level. • Partnerships work together to reduce the impact of online and tech enabled crime. There is encouragement to report crime and prioritise action to address offending and create safe spaces online. • There is clear understanding by police staff of the support organisations and services available and advice is confidently given.



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