



Creating a safer
Cambridgeshire

To: Business Coordination Board

From: Chief Constable

Date: 26 April 2022

FORCE STRATEGIC RESPONSE IN RESPECT OF VIOLENCE AGAINST WOMEN AND GIRLS – ASSESSED AGAINST NATIONAL MEASURES

1. Purpose

1.1. The purpose of this paper is to update the Business Coordination Board (the “Board”) on the Constabulary’s strategic response to increasing national increase and prevalence of violence against women and girls. This is to enable the Police and Crime Commissioner (the “Commissioner”) to discharge his duties under Section 55(1) of the Police Act 1996.

2. Recommendation

2.1. The Board is recommended to note the content of this paper.

3. National Overview

3.1. In March 2021 the Home Secretary commissioned HMICFRS to inspect the effectiveness of police engagement with women and girls. This report would set out findings and recommendations which focused on how effectively the police respond to violence against women and girls (VAWG) offences. This was duly published in July (interim report) and September 2021 (final report). In October 2021 the Head of Protecting Vulnerable People (PVP) designed and submitted a Force-wide VAWG strategy; this was approved by the Chief Officer Team (COT) in November. At the turn of 2021/22 National Police Chief's Council (NPCC) produced 'Policing Violence Against Women and Girls – a National Framework for Delivery'. This provided three clear pillars:

- **Build trust and confidence**
- **Relentless perpetrator pursuit**
- **Safer spaces**

Within each, a series of Actions (detailed below) has been created which is to be met by each Force to specific timeframes.

3.2 This summary report therefore highlights **the progress to date of Cambridgeshire Constabulary's VAWG strategy against the National Framework.**

4. Local Overview:

4.1. In order to achieve this within Cambs, these pillars and framework have been fully absorbed within our own bespoke VAWG strategy. This is briefly summarised as follows.

4.2. VAWG Strategic Aims

- **Cultural Change:** Create and promote an internal workforce culture that recognises and responds more effectively to all allegations of offending against women and girls.
- **Perpetrator Focus:** Create and promote a renewed operational focus to drive down and prevent offending against women and girls.

- **Partnership & Community Engagement:** Improve understanding of our own performance, external expectations and increase confidence in the police through close partnership working and mobilisation.
- **Improve Victim Support:** Improve performance and restore confidence by listening to victims of VAWG offending with a commitment to improve, placing them at the centre of every investigation and response.
- **Improve Investigative & Criminal Justice (CJ) Expertise:** Draw upon all available learning and technology to design and deliver the best possible investigative and CJ processes and welfare provision.
- **Transparency & Accountability:** Make ourselves more accountable to the public for our ongoing performance, projecting ourselves as trustworthy, compassionate, and professional.

4.3. Structure for Delivery

- **Phase 1 ‘Foundation’** aggregates and progresses existing strands of work and ensures these are all meeting, serving, and supporting the strategic aims of our VAWG strategy. It therefore comprises our existing strategies (hierarchically): National Vulnerability Action Plan (NVAP), Vulnerability Strategy, thematic strategies (Domestic Abuse (DA), Serious Sexual Offences (SSO), Child Sexual Exploitation (CSE), Public Protection Unit (PPU), Missing from Home (MFH), etc) and finally thematic Action Plans (each corresponding to the respective strategy for DA, SSO, CSE, PPU, MFH etc). Within PVP the monitoring of this element continues through Force Performance Board and the Vulnerability Performance Group via a series of Key Performance Questions and associated metrics. Consequently, the ‘Foundation’ stage work provides the basis, direction, and initial framework for the subsequent VAWG strategic delivery; our new VAWG strategy is effectively already rooted in our existing practices and approaches.
- **Phase 2 ‘Development & Improvement’** takes learning and an evidence base from a plethora of relevant data, best practice and reports (*inter alia* the Home Office’s End to End Rape Review, Post Covid Lockdown DA report, Office for Standards in Education, Children’s Services and Skills Department (OFSTED) Peer on Peer Abuse report, National Child

Protection Inspectors (NCPI) inspection feedback, and of course the Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) VAWG report itself). The learning from these sources has been distilled into **four discrete improvement projects**, each containing a clear tactical route map to improve four key areas of our VAWG provision. **This highlights the need to address this challenge in a detailed way, influencing the operational delivery of individual units rather than simply devising and issuing a set of high-level strategic goals. Phase 2 response projects use key facets of the Foundation phase such as our Rape Investigation Team (RIT) and Sexual Assault Referral Centre (SARC), reorganised PPU and newly introduced Vulnerability Focus Desks, to be the mechanisms through which learning can be absorbed and then successfully operationalised.**

- **Project Kaizen – Focusing on DA**
- **Project Artemis – Focusing on Child Sexual Abuse/Exploitation (CSA/E)**
- **Project Boyd – Focusing on Offender management and Registered Sex Offenders (RSOs)**
- **Project Eleos – Focusing on Serious Sexual Assaults**



- **Phase 3 'Tracking'** ensures that the clear guidance that is provided through Her Majesty's Government (HMG's) Tackling Violence against Women and Girls document and the HMICFRS Final Report on VAWG recommendations are fully delivered and embedded. This will be ensured by a combination of the four improvement plans, and local and force wide governance mechanisms. **A combination of a VAWG Tracker with local**

and national goals and metrics and a Vulnerability Performance Group will ensure a clear understanding of how strategic aims are being translated into realities within the workplace and within working practice and give swift feedback to amplify or remedy good or indifferent performance of any given element.

5. National Framework Progress Updates

5.1. PILLAR 1 – Build Trust and Confidence

5.1.1 Complete an urgent review of all current allegations of sexual misconduct, domestic abuse and other VAWG – related offences against officers and staff, ensuring that they are being investigated fully and quickly.

This has been conducted by our joint Bedfordshire, Cambridgeshire, and Hertfordshire (BCH) Professional Standards Dept and will be kept under constant review. A joint BCH staff DA Charter has been devised and can be supplied: it agrees a clear protocol for the reporting of police perpetrated DA matters and how they will be impartially investigated by neighbouring forces to ensure transparency and sensitivity. PVP Heads meet with the Detective Superintendent of Professional Standards (PSD) to ensure data sharing and coordination of data submission and developing patterns and activity.

5.1.2 Share learning on themes, problems, and good practice.

This has likewise been undertaken by PSD with additional input from PVP in Cambs. As referenced below there a myriad of for a for the sharing of information between partners and within.

5.1.3 Communicate immediately, clearly, and frequently that misogynistic, sexist, and sexualised behaviour will not be tolerated by anyone in policing.

Our VAWG strategy has been launched internally, through partner agencies at partnership board meetings and through external comms with the Office of the Police and Crime Commissioner (OPCC). Expectation re officers is spelt out in the central aims. This will be further enhanced through our online Vulnerability Information Portal that goes live in a month's time and in early

June a joint OPCC and Constabulary series of media pieces are planned and web content to further publicise key messages and reinforce expectations.

5.1.4 Establish and continuously improve a strong ‘call it out’ culture (including a focus on the importance of men being upstanders, not bystanders), supported by safe processes for reporting inappropriate behaviours and swift interventions where necessary.

VAWG performance across the force is challenged by partners at our Domestic Abuse and Sexual Violence (DASV) partnership meetings and tracked through our Vulnerability Performance Group and then through Force Performance Board. These all serve to reinforce the call it out message as does the presence of two Vulnerability Focus Desk teams to ensure frontline performance is at a high standard and adhering to these principles. Within our Safer Streets 3 funding, there is a clear and deliberate element that will feature public and media engagement to increase messaging around behaviours, education and increasing awareness and support particularly within the night-time economy (NTE).

5.1.5 Share learning on themes, problems, and good practice.

Vulnerable, exploited, missing trafficked Practitioner Group (VPG), referenced below, provides a monthly forum for the sharing of best practice, performance discussion and feedback as well as message reinforcement. This is again brought to life in the workplace by the institution of Vulnerability Focus Desks (VFDs) (now identified as best practice nationally.)

5.1.6 Establish a continual programme of listening circles with women from across policing, seeking to involve women in designing solutions.

Our Victim Feedback Panel and Questionnaire went live in February this year. This ensures live time feedback from survivors and is designed to draw out vital input from those who have accessed our services and provide critical feedback we can build on swiftly and effectively. Again, as referenced, there are numerous existing for a such as the DASV Governance Board and Rape Scrutiny Panels that further assess, challenge and support performance through tactical and strategic review.

Voice of the Child, 'VOICE' mnemonic added to 101s and Domestic Abuse, Stalking and Honour Based Violence (DASH) forms and additional training and VFD direction provided in order to enhance our capture of, and response to, the lived and expressed experience of the child. These are audited every 3 months by the Senior Leadership Team (SLT).

5.1.7 Ensure that reward and recognition are given for those modelling positive behaviours.

We have annual Safeguarding awards, monthly PVP SLT meetings and internal Q&A sessions that complement the work of the vulnerability Performance Group in recognising and reinforcing best practice and good work as well as a commendation and Quality of Service Report (QSR) system.

5.1.8 Establish regular independent scrutiny of force performance in responding to VAWG, aligned to internal audit activity.

The VPG is supplemented by external scrutiny in the form of the partnership DASV panel – this examines force data and performance audits. The new Victim Feedback Panels and existing Rape Scrutiny Panels as well as DA perpetrator panels and stalking perpetrator programme panel also allow external scrutiny of decision making in the VAWG arena. The full gamut of oversight mechanisms is listed below.

5.1.9 Involve and empower women and girls – including those from minority groups – and/or their representatives at every stage, ensuring that safe environments are created in order for this to take place.

The Victim Feedback Panel and the Rape Scrutiny Group both allow for this input. Engagement with minority groups is also achieved through the representative groups at our DASV quarterly meeting. A new VOICE mnemonic has been incorporated into our 101 forms and DASH forms to ensure wider input from Children and Young People's Services (CYP) and to capture the voice of the child. Our June Communications pieces addressing VAWG, and the forthcoming Safer Streets 3 funded county-wide partnership supported campaigns will go further to reach out to underrepresented groups.

5.1.10 Constantly seek to expand the reach of communications, including through engagement with third-sector organisations that are working closely with different groups of women and girls.

A pivotal part of Project Eleos is the inclusion of a bespoke media and comms strategy to challenge and improve male attitudes to VAWG across the county. This is a partnership led strategy funded by Safer Streets 3 through a £450k successful funding bid.

5.1.11 Provide clear and evidenced examples of how this involvement is used to change and improve practice, including incorporating the voices of those with lived experience into training and awareness-raising materials.

As referenced above the introduction of a Victim/Survivor feedback panel and questionnaire will help us shape investigative attitudes and approaches as well as reflect on areas of practice that need improvement more immediately. The introduction of two digital media vans and additional kiosks in May this year are another practical manifestation of our strategy that will give a real and immediate improvement to our rape and SSO response.

Embedding the use of the Local Safeguarding Board “Sexual Behaviour Toolkit”, our newly produced Contextual Safeguarding overview and the soon to be introduced partnership contextual safeguarding framework.

It can be seen from VFD performance that their introduction has greatly reduced missing from home times: The median time missing was 160 minutes in March, the lowest time in over a year and ensured that over 90% of juveniles are found within 24hrs.

5.1.12 Complete an urgent skills gap analysis of the number of specialist, trained staff, relative to current demand. This should include specialist staff trained in initial response to VAWG-related offences, investigators and specialist trained interviewers.

The percentage of Child Abuse Investigation and Safeguarding Unit (CAISU) and RIT staff who are Professional Investigation Programme (PIP) 2, Achieving Best Evidence (ABE) and Specialist Child Abuse Investigation Development Programme (SCAIDP) trained is closely monitored and

recruitment and training are being prioritised to maintain and increase current levels. Concerted efforts continue at SLT and COT level to identify ways to expand our contingent within RIT and CAISU; new Eleos 'Research and Investigative Support Staff' posts have been created and funded; they are currently being recruited.

5.1.13 Use this to inform the national picture of skills and capabilities.

5.1.14 Ensure that effective models of deployment for these specialist trained staff are in place, to enable effective response and swift investigation based on vulnerability and skills.

As above this is part of our current Strategic Threat and Risk Assessment (STRA) process and Project Eleos ambition we are seeking to uplift and upskill both units further in the coming months.

5.2. PILLAR 2 – Relentless Perpetrator Pursuit

5.2.1 Ensure that a process is in place to proactively identify individuals who pose the highest risk of harm to women and girls, and actively manage those individuals to prevent or reduce offending.

We have introduced a Key Offender Dashboard and have a new M365 functionality coming online in the next two months that will simplify and speed up the registration and sharing of RSO data to frontline officers and help map them efficiently. Our PPU (Management of Sexual and Violent Offenders Course (MOSOVO) Unit has been uplifted by 20% and restructured to improve performance within Project Boyd.

5.2.2 Ensure that the process to identify risk includes assessment of behaviours known as high-risk indicators.

See above. Within Project Boyd there is a comprehensive review of our PPU's risk management capabilities and protocols including how information is gathered, verified, and shared. Additional tactical options are now employed to better engage Neighbourhood Policing Teams (NPTs) and to improve risk assessment completion and data quality.

tuServ redesign is underway of DASH forms which will greatly reduce double keying for frontline officers, ensure swifter and more accurate risk assessment

by officers and Multi-Agency Safeguarding Hub (MASH) staff and greatly reduce administrative time. Pilot goes live on 30 May.

5.2.3 Consider a multi-agency whole-system approach to offender management of such individuals, to include education, prevention, diversion, disruption, and enforcement tactics, including the use of electronic tagging.

Within Project Boyd there is a complete re structure and internal alignment of our PPU and a full review of protocols. Within this improvement project there are clear elements for the improvement of the sharing of information with partners and better cooperation through Multi-Agency Public Protection Agreements (MAPPA). MAPPA meetings and Strategic Management Board (SMB) are well attended. We are exploring use of the GoodSam app to assist with tracking and visits. We are about to embark upon the force-wide roll out of a Microsoft 365 (M365) based mapping and registration tool that will enable more effective enforcement and management of RSOs.

Three Perpetrator Programmes are now well underway (in addition to the existing Cautions and Relationship Abuse (CARA) programme). Feedback has been positive in all 3:

- Stalking Programme has seen a considerable increase in officer awareness and use of SPOs: from none in 12 months to 14 applied for since October
- Child and Adolescent to Parent Violence and Abuse (CAPVA) 'Respect' online programme (run with YMCA) has shown a marked decrease in repeat/subsequent call outs to young people who engage in the programme after assaulting their guardians.
- Healthy Relationships online programme (run with National Probation Service (NPS) feedback shows and additional 50 spaces now funded as well.

5.2.4 Increase effective use of protective and preventative tools and orders, ensuring that they are properly monitored, risk-based and well-governed.

We have commenced a Stalking Perpetrator Programme that is driving the use of Stalking Protection Orders (SPOs); this is being conducted with the Suzy Lamplugh Trust. This sits alongside the introduction of VFDs which has

seen a 700% increase in the issuing of Domestic Violence Protection Notices (DVPNs) in 6 months.

5.2.5 Complete a review of, and strengthen processes to identify, perpetrator non-compliance with orders.

As above – these two elements (SPO and DVPN uptake) also support 4 perpetrator programmes (CARA, Stalking Perpetrator Programme, Healthy Relationships and Respect.)

Flagship ‘VIP’ (Vulnerability Information Portal) App on the Intranet goes live in May. This will aggregate crucial PVP and VAWG information, learning updates, administrative tools and signposting to ensure rapid and coherent access and improve officer knowledge and expertise.

5.2.6 Ensure that breaches, where required, are met with swift action and robust enforcement

Each of the above programmes is overseen by the Perpetrator Programme fortnightly scrutiny group and the Vulnerability Performance Group. These in turn are accountable to the Force Performance Board. This ensures there is tactical and strategic oversight of enforcement

5.2.7 Raise officer and staff awareness of how the trauma of violent and abusive behaviours can affect VAWG victims, including the prevalence and physical, social, and emotional impact of trauma.

We have invested in staff input from an external company – Lime Culture – to help upskill our RIT investigators. We also have an enhanced Continuous Professional Development Units (CPDU) programme for Vulnerability as part of our wider Vulnerability Strategy.

Early Intervention Domestic Abuse Advisor (EIDA) and VFDs: the addition last year of these desks ensures there is maximum awareness of antecedents and intelligence as officers attend DA incidents and maximum support with the array of safeguarding and legislative requirements and opportunities as they progress in-custody investigations.

Average of 300 DA Alliance referrals each month to increase the usage of protective, judicial orders and sanctions and increase first responders' 'toolkit' for safeguarding.

5.2.8 Ensure that officers and staff tailor their responses and approaches accordingly.

We have a well-established Victim and Witness Hub that ensures all victims of crime are provided with expert police and non-police officer support. Our newly established Victim Feedback Panel also ensures we capture immediate feedback on how we are performing. There are also bespoke inputs given to officers by PVP staff on their recruit training courses. We have extensive provision of Independent Sexual Violence Advocates and Independent Violence Advocates (ISVA and IDVAs) that are well resourced and coordinated.

5.2.9 Monitor referrals to appropriate specialist victim support services, taking action to ensure that these are conducted consistently and quickly.

The performance of key victim services across the county within VAWG-related offending are assessed and tracked through our DASV partnership Board. We have recently created a Memorandum of Understanding (MOU) that ensures effective liaison between Specially Trained Police Officers (STOs) and ISVAs; this gives maximum coordination of these two pivotal victim support roles.

5.2.10 Ensure that force wellbeing strategies include an awareness of the effect of trauma on police officers and staff.

Within Cambs we have introduced two years ago a key innovation called Pause Point that allows officers to move temporarily or permanently to other units if they are finding their current role stressful or too challenging emotionally. This ensures victim fatigue is avoided and welfare maintained.

5.2.11 Develop a force process for enhanced and standardised supervision of VAWG investigations.

Within our Crime Standards Delivery Group, we have a clear template for supervision across four ranks and across all relevant crime types. This has

been amplified by Project Fletcher that ensures across PVP investigations there is uniformity and a clear focus on victim needs wishes and investigative accountability through close statistical measurement.

Early investigative Advice (EIA) submissions to the Crown Prosecution Service (CPS) have been prioritised and are now 2nd highest in the region. This strengthens cooperation and increases chances of positive outcomes.

Latest data for the 12 months ending January 2022 ranks Cambridgeshire's prosecution possible outcome rate for all Serious Sexual Offences as 10th highest nationally, an improvement of 5 places when compared to the previous month. It is also a significant improvement when compared to February 2021 when Cambridgeshire had the 22nd highest rate

The prosecution possible figure for DA has been above 15% for the past 3 months and markedly above last years levels; this demonstrates a concerted effort around Out of Court Disposals (OOC), Evidence Led Prosecutions and in-custody charging.

5.2.12 Establish greater scrutiny of those cases proposed for finalisation with evidential difficulties under outcome codes:

- **Code 14 – The victim declines, or is unable to support, further police action to identify the offender.**
- **Code 15 – The victim supports police action, but evidential difficulties prevent further action.**
- **Code 16 – Named suspect identified. The victim does not support (or has withdrawn support from) police action.**

The VPG oversees the regular conduct of audits on O14, 15 and 16 and these are then fed back to the panel and to the Force Performance Board through deep dive reports. Performance issues are then addressed at the VPG meetings.

5.3. PILLAR 3 – Safer Spaces

5.3.1 Build VAWG into every force's priority plan, and into internal and external policies and processes, and ensure that appropriate equality impact assessments are conducted and in place.

Within our VAWG strategy we have created 4 bespoke improvement projects to ensure that not only are these principles enshrined within existing Vulnerability strategies and National Vulnerability Action Plan (NVAP) delivery plans but also four clear, force wide, trackable projects in four key areas: Offender Management; DA; SSO and rape investigation; and CSA/E (projects Boyd, Kaizen, Eleos, and Artemis respectively).

5.3.2 Embed the new Serious Violence Duty into partnership VAWG plans.

The strategic needs assessment and analysis is being conducted by our Intelligence and Specialist Crime Department (ISCD) (see below) as a bespoke piece of work. This will then inform subsequent partnership activity overseen on behalf of the partnership by the DASV Governance Panel.

5.3.3 Develop and implement a communications and engagement strategy to set out how this prioritisation will affect police behaviours and practice, and how it will be monitored.

Initial communications internally and through OPCC have been completed and a full presentation given to all partners through appropriate boards. This has been coincided with White Ribbon Day and UN VAWG activity for greater impact in tandem with 16 days of communications initiatives and outreach campaigns. Further work is planned: notably a SS3 funded (£400k) media campaign by Social Change (private company) to address male attitudes and behaviours across the county and target the night-time economy (NTE).

5.3.4 Target activity at identified high-risk and high-harm locations, including those associated with the night-time economy and other large-capacity venues, to make them safer.

Within Project Eleos, operation Armour saw the targeted deployment of high-vis patrols in Cambridge City Centre in December over a series of nights to address fear and intimidation within the NTE. We also access Street Safe data. Local data is also assessed by our ISCD to Lower Layer Super Output Areas (LSOA) level and informs tasking in our force wide Tactical Tasking and Coordinating Group (TTCG) meetings.

5.3.5 Develop and then maintain comprehensive problem profiles to inform VAWG prevention work. Profiles should identify dangerous and risky

online, private, and public spaces, and draw on information from women and girls (including those from minority groups) about where they feel at risk.

In the past 12 months four separate VAWG-related problem profiles have been created by our ISCD and assessed by PVP and local partners. They have already informed our DA and CSA/E strategies. A full VAWG profile is also now being compiled.

5.3.6 Use profiles to target prevention activity, inform offender management and increase understanding of the most vulnerable victims.

See above. The new Microsoft 365 (M365) functionality within the Public Protection Unit (PPU) (Project Boyd) will ensure that we are able to map RSOs and target preventative measures more effectively.

5.3.7 Promote the use of the National Street Safe app within the community and use the information provided to inform the problem profiles.

See above this is now assessed by ISCD and PVP.

5.3.8 Work with local partners in wider criminal justice, education, and health to target prevention activity and ensure this is part of any Police and Crime Plan.

We have joint working in a plethora of different VAWG-related areas. From our DASV Think Tank meetings we were able to devise a successful bid on behalf of the whole county (Safer Streets 3). We also have unified County Lines, contextual safeguarding, victim outreach and support and vulnerable Young Person initiatives and programmes. Information is shared at a tactical level via our co-located MASH and the Vulnerability Assessment Tracker (VAT) mechanism and at a strategic level through a series of well attended, challenging partnership boards.

Safer Streets 3 programme to support an array of initiatives to reduce sexual harassment of women and girls in public and address male attitudes and ensure perpetrator focus through a broad communications and media strategy.

These initiatives began at the turn of the year with Op Armour:

- Bespoke training video created by multiple partners to increase awareness of behaviours, ways to challenge and report and reflect on male attitudes
- Input given to NTE staff in pubs and clubs through bespoke training input
- Upskilling of CCTV staff through the above training
- Increased use and training of taxi marshals to increase safety and confidence in the NTE
- Series of coordinated and heavily resourced high visibility and covert patrols to challenge and deter predatory behaviours.

We are now entering the final phase of our media and communications strategy with outsourced company Social Change. Months of partnership engagement and public consultation have distilled final programme options that will be delivered later this summer.

6. Tracking and Governance

6.1. Finally, it is imperative that progress is regularly monitored, and learning sought, offered, absorbed, and acted upon continually. Governance and delivery will be enabled through the following:

6.2. Local Level

Existing Departmental performance structures are now aligned to have overlapping metrics (e.g., Victim Compliance Code (VCC) and supervisory compliance); Areas will be represented at the newly formed Vulnerability Performance Group (VPG) and local/frontline performance monitored to ensure front line officers and practitioners are driving and embedding the wider VAWG strategic aims. Within PVP Performance meetings, delivery of the Phase 1 strategies will continue to be assessed against implementation plans.

6.3. SLT Level

This will be supported by the force-wide Vulnerability Performance Group, led by the Head of PVP; this brings Inspectors, Chief Inspectors and Superintendents together to account for performance within VAWG themes. There is a standing agenda that has a cross section of VAWG performance topics and provides an opportunity to capture quantitative and qualitative

feedback and updates supported by our Corporate Performance Unit. Again, a renewed set of metrics will be added to allow for monitoring of the Phase 2 improvement projects. This Group is directly accountable to the Chief Officer Team (COT)-led Force Performance Board.

Additionally, and to reinforce our commitment to internal culture change, we will link directly to PSD and our internal policies around conduct to ensure that the VAWG strategy is reflected and supported by PSD and the people and professionalism strands of work and governance framework.

6.4. **Partnership Scrutiny**

Additional 'external' scrutiny and support in achieving our stated aims is provided by:

- Perpetrator Panel meetings – Chaired by DA Tactical Lead
- DASV Governance Board
- DASV Ops Group
- MASH Ops Board
- MASH Governance Board
- Regional Stalking and Harassment Working Group
- Regional DA Group
- MARAC Steering group
- Rape Scrutiny Panel
- Perpetrator Programme Oversight Panel
- Regional Heads of Vulnerability Group
- Street Safe initiative – captures public views of 'unsafe' locations
- Youth Justice Board
- Safeguarding Adults/Children Board
- Safeguarding Exec Board
- Safeguarding Child Criminal Exploitation (CCE) Board
- (Rape) Victim Feedback Panel

6.5. **VAWG Tracker and National Action Plan**

Ultimately, our delivery here will be measured against the government's own clear recommendations. Evidence will be gleaned from regular interaction with Area leads and once again through the VPG. Updates will be fed back

quarterly to the VAWG Task Force following discussion with the Head of Crime and Vulnerability and Assistance Chief Constable (ACC) in Force Performance Board (FPB), and via the Business Assurance Meeting, chaired by the Deputy Chief Constable (DCC)/ACC.

To achieve the above, while equally ensuring we do not become lost in excessive administration, the VAWG Tracker will enable the Head of PVP to track progress and to identify suitable evidence for internal and national updates on developing work.

The VAWG Tracker provides details of the information that will be submitted by the Force in response to the national strategy. **There are two simple elements: a narrative update to exemplify and demonstrate our work against *nationally* specified activities and targets, and a RAG-rated ‘ready reckoner’ to keep a monthly overview of key metrics in each of our four *Force* improvement plans.**

6.6 Other notable tracking and performance management points:

- Corporate Performance led by the Strategic Analysis Manager now supply quarterly ‘raw’ data against a set of pre-determined and agreed headings to the VAWG task Force; primarily the totality of preventative orders applied for and issued.
- Launch in June of the VAWG strategy externally to showcase our approach and provide community reassurance regarding the journey we are on. This will provide an internal opportunity to periodically increase focus and reinforce messaging.
- VAWG Problem Profile: this has been commissioned and will be additional and complementary to existing and recent ISCD profiles. It will provide a distilled and up to date overview of the county’s demand, performance, and areas of developing challenges in a geographic, typological, and socio-demographic context.
- PSD data: quarterly meeting between BCH PVP Heads and PSD ensures data from PSD is shared, understood, and informs onward performance and focus.

- Safeguarding and Vulnerability dashboard now on CORA ensures easier and more effected Level one supervision and performance management.

BIBLIOGRAPHY

<p>Source Document(s)</p>	<p>HMICFRS Interim Report: Inspection into How Effectively the Police Engage with Women & Girls</p> <p>Interim report: Inspection into how effectively the police engage with women and girls (justiceinspectorates.gov.uk);</p> <p>Ministry of Justice Report: End to End Rape Review Report on Findings & Actions</p> <p>https://www.gov.uk/government/publications/end-to-end-rape-review-report-on-findings-and-actions;</p> <p>HMICFRS Report: Police Response to Violence Against Women & Girls – Final Inspection Report</p> <p>https://www.justiceinspectorates.gov.uk/hmicfrs/publication-html/police-response-to-violence-against-women-and-girls-final-inspection-report/;</p> <p>House of Commons Library: Domestic Abuse and Covid-19: A Year into the Pandemic</p> <p>https://commonslibrary.parliament.uk/domestic-abuse-and-covid-19-a-year-into-the-pandemic/;</p> <p>Ofsted report: review of Sexual Abuse in Schools and Colleges</p> <p>https://www.gov.uk/government/publications/review-of-sexual-abuse-in-schools-and-colleges/review-of-sexual-abuse-in-schools-and-colleges;</p> <p>HMICFRS Report: Cambridgeshire – National Child Protection Inspection Report:</p> <p>https://justiceinspectorates.gov.uk/hmicfrs/publications/cambridgeshire-national-child-protection-inspection/</p>
----------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Contact Officer(s)	Detective Superintendent John Massey, Head of Protecting Vulnerable People, Cambridgeshire Constabulary Chief Inspector Paul Ormerod, HMICFRS Force Liaison Officer, Cambridgeshire Constabulary Alice Thompson, Governance & Inspection Officer, Organisational Improvement Centre, Cambridgeshire Constabulary
---------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------