



**\*\*\*Surrey Police VAWG Strategy\*\*\***

<b>Required for:</b>	Public Accountability and Performance Board
<b>Security Classification:</b>	<b>Official</b>
<b>Handling information if required:</b>	
<b>Suitable for publication:</b>	Yes
<b>Title:</b>	Surrey Police Violence Against Women and Girls (VAWG) Strategy
<b>Version:</b>	2.0
<b>Purpose:</b>	To inform the Public Accountability and Performance Board
<b>ACPO / Strategic Lead:</b>	T / ACC Macpherson
<b>National Decision Model compliance:</b>	
<b>Date created:</b>	14 <sup>th</sup> January 2022
<b>Date to be reviewed:</b>	

<b>AUTHOR:</b>	
<b>Name:</b>	Temp D/Supt Matt Barcraft-Barnes
<b>Job Title:</b>	Strategic Lead for VAWG, Domestic Abuse, Rape and Serious Sexual Offences and Harmful Traditional Practices
<b>Telephone number:</b>	
<b>Email address:</b>	



## 1. Introduction

- 1.1 This paper updates the response of Surrey Police to the new NPCC VAWG National framework for delivery released on 15/12/21. This sets out the actions required from every police force designed to make all women and girls safer. The initial focus is on actions that will get the fundamentals right, that can be quickly implemented and that will have the greatest impact in the next year.
- 1.2 By 31<sup>st</sup> March 2022 the NPCC will publish an outcomes and performance framework to sit alongside the delivery framework. The outcomes and performance framework will set out the quantitative and qualitative data related to VAWG that forces will be required to provide in a consistent format from April 2022. In the interim, the NPCC requires a limited data return for the period of January 2022 to March 2022 in a range of areas including:
  - police conduct and complaints data
  - crime to incident data for domestic abuse, rape and serious sexual offences
  - arrest rates for VAWG offences
- 1.3 The VAWG Framework and imminent outcomes and performance framework have been designed to blend into existing NPCC and College of Policing strategic activity. This includes the Vulnerability Knowledge and Practice Programme and the National Vulnerability Action Plan. The Home Office and HMICFRS have previously described the scale of the required improvement to reduce VAWG as akin to the efforts launched in counter terrorism. This is reflected in the scale of the framework which sets highly challenging, ambitious and in some cases (such as cultural change) generationally and societal defining changes. It is made clear that this will inform future HMICFRS and FMS requirements and there is an expectation that this will be a national policing priority. As such, the scale and demands of the framework are clearly significant. Surrey Police was one of the first forces to develop a VAWG Strategy, informed by survivors, those with lived experience, the wider partnership and specialist services. The final Surrey Police VAWG Strategy and Action Plan will be submitted to Chief Officers in February 2022 ready for public release. This will deliver the Surrey approach using a framework which incorporates both a 4P approach, the Surrey Police 'Our Commitments 2020-2025', and directly responds to the NPCC framework.
- 1.4 A 4P approach is a problem-solving model focused on Prepare, Prevent, Pursue and Protect. The Surrey VAWG Strategy has Chief Inspector ownership of each area overseen by Public Protection centrally, creating a force-wide approach to VAWG.
- 1.5 This paper sets out the requirements of the NPCC Framework and required actions. The NPCC lead has set this out against three pillars incorporating ten specific areas for policing to focus on. Within these ten areas are thirty-one actions with various target dates. For ease, each are set out below with the current Surrey Police plans in blue boxes showing Our Commitments against ongoing plans.

## Pillar 1: Build trust and confidence

### 2 Respond unequivocally to allegations of police-perpetrated abuse, learning from mistakes and best practice. Actions:

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

Timings: To be completed by 30 June 2022.

#### **Our Commitments; Inclusive: We will be kind, friendly, inclusive and support our police families**

Surrey Police was recognised by HMICFRS as having had a proactive response to the Centre for Women’s Justice super-complaint against police perpetrators of domestic abuse. DCC Kemp chairs an ongoing Gold group informed by an internal survivor steering group. Each month all cases with serving police officers as either victim or perpetrator are reviewed by Public Protection and Divisional Commanders are updated. Learning and themes are shared with investigation teams and with the DA Regional group. Any cases not being progressed satisfactorily are given additional attention, and CPS support for case management meetings is regularly utilised. Additionally, in December 2021, Surrey Police conducted a full review of all VAWG investigations in Surrey with Metropolitan Police Officers under investigation at the request of the MPS. Surrey Police has shared what is being done, with HMICFRS and CoP, who approached the Force due to the practice work being undertaken. A senior officer from Sussex is engaged in the VAWG work and ensures that Surrey secures and includes any best practice from Sussex.

### 3. Challenge and address sexism and misogyny within policing. Actions:

- Communicate immediately, clearly and frequently that misogynistic, sexist and sexualised behaviour will not be tolerated by anyone in policing.
- 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.
- Share learning on themes, problems and good practice.
- Establish a continual programme of listening circles with women from across policing, seeking to involve women in designing solutions.
- Ensure that reward and recognition are given for those modelling positive behaviours.

Timings: Continuous and with immediate effect.

#### **Our Commitments; Professional: We will expect high standards and ethical behaviour**

Surrey Police has driven various activities including the “call it out survey”, “Not in my force” and “He4She” initiatives. The use of surveys in Surrey was commented as good practice in the national HMICFRS report. The internal Gold Group for the internal DA policy recently commissioned an internal survey with the plan to build a pledge to staff and the community. This is informed by an internal

group including staff with lived experience to challenge and support Surrey Police policy and practice. The results of this are to be used to build a “Pledge” to our staff and communities on the standards to expect. Surrey is also reviewing leading nationally by applying the enhanced investigation standards to all VAWG offences and all police officers irrelevant of force.

**4. Involve VAWG organisations, including charities supporting Black and minoritised women and girls, as well as individual women and girls with lived experience. Actions:**

- Establish regular independent scrutiny of force performance in responding to VAWG, aligned to internal audit activity.
- Involve and empower women and girls – including those who are Black and minoritised – and/or their representatives at every stage, ensuring that safe environments are created in order for this to take place.
- 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.
- 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.

**Timings: Immediate**

**Our Commitments; Protect our communities: We will protect communities from crimes and incidents that cause the most harm**

Force performance for VAWG is shared with and challenged by CPS in areas including the Regional Rape Improvement Group and Regional DA Improvement Group. The wider partnership holds policing to account in the DA Management Board and Sexual Abuse Management Board. We have a range of VAWG survivor groups including for victims who are male, LGBTQ+ and Black and minoritised groups. The latter is co-chaired by North Surrey DA Outreach and Surrey Public Protection. This recently led to engagement with the HOPE organisation who are now bring commissioned to deliver a “cultural competency” set of VAWG sessions for both Surrey police and the wider partnership. These groups allow close connection to our communities and create a platform for their voice to be heard.

**5. Collect consistent local and national information on the availability of specialist VAWG investigators to build the right capability and capacity. Actions:**

- Complete an urgent skills gap analysis of the number of specialists trained staff, relative to current demand. This should include specialist staff trained in initial response to VAWG-related offences, investigators and specialist trained interviewers.
- Use this to inform the national picture of skills and capabilities.
- Ensure that effective models of deployment for these specialists trained staff are in place, to enable effective response and swift investigation based on vulnerability and skills.

**Timings: Initial analysis within three months, then six-monthly returns.**

**Commitments; Pursue offenders: We will put victims first, and complete high-quality investigations to bring more offenders to justice**

Prioritising the investigation of VAWG crimes such as rape we have through the Strategic Resourcing Board moved staff across the force to specialist teams. This includes the recent movement of four Detectives from across the force to the specialist Rape Team (SOIT). These are challenging decisions as all teams remain acutely short of specialist officers. In line with the national picture, we have extreme challenges with Detectives numbers but work innovatively to counter this. An example is Op Resilience where measures such as the use of Agency Investigating Officers are supporting Detectives in the SOIT. All DA Teams have been offered training on key areas such as CCB, including the Jane Monckton Smith Homicide Timeline training. A VAWG training plan is currently being built by learning and development. We maintain an open transferee advert for the SOIT will some staff being attracted from other forces.

## **Pillar 2: Relentless perpetrator pursuit**

### **6. Relentlessly pursue and actively manage and target the most dangerous and prolific perpetrators. Actions:**

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

**Timings: Quarterly return.**

**Our Commitments; Pursue offenders: We will target serious, harmful and persistent offenders; particularly those who prey on the vulnerable**

In 2021, Surrey Police introduced a Multi-Agency Tasking and Co-ordination (MATAC) partnership approach to pursuing offenders. This links to the full review and restructure of our MARAC in early 2021 with both overseen by a joint MARAC and MATAC Steering Group. Professional referrals and use of an algorithm called RFGV (Recency, Frequency, Gravity, Volume) assign the highest harm perpetrators to MATAC. Last year Surrey Police secured just over £500,000 of Home Office funding to commission a DA Perpetrator Programme (DAPP) as one option for the MATAC. Other offenders are managed by Offender Managers through our High Harm Persons Unit (HHPU). As part of the 4P approach a DCI owns this area under Prevent, with current assessment of how to identify and target the highest top 10 VAWG perpetrators on each Division. When HMICFRS undertook their VAWG inspection of Surrey Police in 2021, they had positive comments about the approach the Force is taking.

**7. Better use of police powers to protect women and girls, and to manage and disrupt perpetrators. Actions:**

- Increase effective use of protective and preventative tools and orders, ensuring that they are properly monitored, risk-based and well-governed.
- Complete a review of, and strengthen processes to identify, perpetrator non-compliance with orders.
- Ensure that, where required, breaches are met with swift action and robust enforcement.

**Timings: Quarterly return.**

**Our Commitments; Prevent crime: We will help communities protect themselves from harm**

The Surrey Police action plan is being delivered through a 4P approach. This assigns ownership at Chief Inspector level for various problem-solving areas. Owners include: Prepare, Prevent (a DCI for perpetrators, Temp Supt for Safer Spaces, and a DCI for proactive); Pursue and Protect.

A DCI is leading a review of protection orders focusing initially on non-molestation orders and the use of bail and RUI. We are also exploring other powers and Surrey achieved the second only Civil Behavioural Order for a DA case in December 2021. Op Lily is also being built still which will focus on identifying perpetration of repeat sexual offences who we can seek ancillary court orders on. When HMICFRS undertook their VAWG inspection of Surrey Police in 2021, they were impressed with the work the Force was doing, particularly with the Stalking clinic and advocates, and the use of Stalking Prevention Orders.

**8. Adopt a trauma-aware approach at all levels, to better support victims through the criminal justice process, and focus on evidence-led prosecutions where appropriate. Actions:**

- Raise 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.
- Ensure that officers and staff tailor their responses and approaches accordingly.
- Monitor referrals to appropriate specialist victim support services, taking action to ensure that these are conducted consistently and quickly.
- Ensure that force wellbeing strategies include an awareness of the effect of trauma on police officers and staff.

**Timings: Quarterly data return.**

**Our Commitments; Professional: We will challenge ourselves, and each other, to innovate, learn and improve**

Surrey Police has delivered Trauma Informed Policing training to all senior leaders and the programme

is currently being delivered to all front-line staff. We pride ourselves on close working relationships with specialist outreach services allowing us to check and balance our engagement. This includes areas such as a recent review of engagement with ISVA services by officers. Another example is a review by the Male Victims group on the quality of referrals for male victims. Additional funding from the PCC last year has allowed the Victim and Witness Care Unit and Outreach partners to employ the services of Advocacy workers to better support stalking victims through the criminal justice process. Whilst these workers are new in post this will undoubtedly provide a better victim care service for the Force and help to encourage reporting. HMICFRS were very complimentary about the work of the Unit when they undertook their VAWG inspection in 2021.

**9. Enhanced supervision of VAWG investigations. Actions:**

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

**Timings: Quarterly return.**

**Our Commitments: We will put victims first, and complete high quality investigations to bring more offenders to justice.**

There are significant challenges in outcomes for VAWG offences reflected nationally, regionally and in Surrey. The implementation of the dedicated DA Teams and dedicated Sexual Offence Investigation Team reduces barriers to improving performance outcomes. A Rape Improvement Plan is currently being delivered whereby areas including enhanced and consistent supervision are covered. A DA Improvement plan is being built incorporating the findings of a range of areas. This includes a recent report by a Chief Inspector on the use of outcomes 15 and 16, as well as the newly formed 'Op Falcon'.

The latter involves monthly reviews of cases from Chief Inspector to Chief Constable to identify investigative themes for learning and improvement. This is a force wide review of investigations standards. There is currently enhanced scrutiny through Rape NFA panels chaired by CPS and Divisional DA NFA panels. All learning is disseminated into the Investigation Learning Boards.

## 8 Pillar 3: Safer spaces

### 10. Immediate and unequivocal prioritisation of VAWG. Actions:

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

Timings: By March 2022.

#### **Our Commitments; Partnership: We will work with everyone who can help make our communities safer**

Surrey Police first launched the VAWG Strategy in April with a VAWG Exec attended by the wider partnership. This now developed into a fully partnership led and chaired VAWG Exec developing a partnership strategy. The communications and engagement strategy will form part of the Trust and Confidence Plan being built early 2022.

The Serious Violence Duty places a requirement for local partnerships to complete a strategic needs assessment (SNA) to understand how serious violence their communities and to develop a response strategy under the Police, Crime, Sentencing and Courts Bill 2021. Work is underway with the local authority to interpret any current SNA, identify any requirements for additional VAWG based SNA and build the response into the VAWG strategy.

### 11. Focus prevention work on the most dangerous online, private and public spaces. Actions:

- Embed the new Serious Violence Duty into partnership VAWG plans.
- 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.
- Develop and then maintain comprehensive problem profiles, including using partnership data, 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 who are Black and minoritised) about where they feel at risk.
- Use profiles to target prevention activity, inform offender management and increase understanding of the most vulnerable victims.
- Promote the use of the National Streetsafe app within the community and use the information provided to inform the problem profiles.
- Work with local partners in wider criminal justice, education and health to target prevention activity, and ensure that this is part of any police and crime plan.

Timings: Profile completion by September 2022.



**Our Commitments; Through trusted relationships, we will solve the problems that cause people most harm, and be judged on our outcomes**

A Temp Supt is currently leading on the Safer Streets initiatives including the use of Streetsafe. This has been promoted heavily on our social media and Surrey has one of the highest response rates in England. Work is underway to cross reference this with crime data to inform Safer Streets operations. A DCI has engaged several forces on Night-Time Economy operations, such as Op Vigilante. This focuses on overt policing activities to disrupt potential perpetrators around areas such as night clubs. Work is underway to consider an approach to this in Surrey.