

NCVPP

National Centre for
Violence Against
Women & Girls and
Public Protection

National Vulnerability and Public Protection Strategy

A common framework approach to vulnerability
including public protection.

Pillar 1 - Suspect Focus (Investigation)

October 2025

This aim of this document is to support forces to develop their understanding of capacity, capability, competence across Pillars. This document takes its learning from the work of Operation Soteria, Violence Against Women and Girls and other areas of vulnerability and seeks to draw together positive indicators that should be seen. The combination of the pillars helps towards forces taking a Suspect Focus – Victim Centred – Context led approach.

These indicators have been shown through the College of Policing Perennial issues document to be areas of consistent challenge. Through good governance we should seek deep rooted behavioural change by understanding Capability / Opportunity / Motivators and how together these deliver sustainable improvements.

How to use this document

This document has been produced to help forces to establish positive indicators in respect of Suspect Focused (Investigation) to support governance and oversight in the management of Vulnerability. It provides areas of positive activity that forces can look for within their own organisation.

There is no one size approach and forces will operate various models so the document can be adapted to fit the policing approach used, current and future data gathering to provide governance and oversight with information as to effectiveness.

The indicators below have been drawn from a range of sources including perennial issues of policing.

PRINCIPLE	FRONT LINE	SUPERVISORS	STRATEGIC LEADERS
Working with the Public	At the first point of contact evidence is gathered in the 'Golden Hour' identifying and collecting important evidence.	Supervisors have oversight of incidents attended and provide guidance to responders and conduct good quality reviews to have assurance about initial investigation actions.	Vulnerability is embedded and there is a whole force approach taken. Staff are given training and confidence to identify and act on risk.
	A trauma informed approach is taken, giving confidence to victims that they are believed and able to report their crime.	Supervisors are capable and have the appropriate training such as PIP1 supervisors (suspect focus)	Leaders understand the capability of individuals and teams to use investigation as a means of keeping people safe.
	The investigation develops an understanding of the vulnerability of victims & suspects, and their families to identify risk. Appropriate safeguarding measures are taken.	Supervisors undertake debriefs with officers as to the initial response to incidents involving vulnerability. The aim is to inform learning and any service recovery.	Leaders develop a performance framework in relation to investigations and the impact on victims and suspects.
	Vulnerability Risk principles approach to identify risk is in place, with necessary action taken to keep people safe. This includes suspect history.	Supervisors have knowledge of the cases under investigation within their teams.	
	Priority given to the timeliness of enquiries and investigations, to minimise the risk posed to victims and suspects.		

PRINCIPLE	FRONT LINE	SUPERVISORS	STRATEGIC LEADERS
Crimes are allocated to those best equipped to deal with them at the earliest opportunity, enabling good quality investigations & file preparation.	File quality is given priority and submissions consistently meet the required standards set by CPS.	Crimes are allocated in a timely way to the most appropriate staff to effectively gather evidence and investigate.	Demand is understood across teams and action taken to ensure that there is capacity for officers to meet strategic aims.
	Disclosure is effectively managed and does not lead to prosecution delays.		Force policies, such as crime allocation are effective and achievable. Force operating model also effective.
			Force is confident that its training programme equips officers and staff to respond and investigate.
Suspect focused, context & evidence led approach for investigations & interviews.	Investigators are able to identify key / reasonable lines of enquiry to drive forward investigations.	Provide regular reviews and oversight support to investigators in the development of investigative strategies.	Force priorities and direction drives a suspect focus.
	Investigators understand suspect motivation and vulnerability, identifying the risk they pose to themselves and others.	Supervisors use critical reflection as part of file reviews and discuss this with investigators.	The force performance framework drives quality of investigations.
	Use of appropriate language in investigations that accurately describes the context of the incident and investigation.		The force uses a variety of ways to capture learning such as scrutiny panels, VRR and feedback. This information is used to inform change.
	Investigations prioritise fair treatment, ensuring no bias against minoritised communities.		Charge rates and outcomes are clearly understood and there is no disparity across protected characteristics.

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About the National Centre for Violence Against Women and Girls and Public Protection

We're a collaboration between the
College of Policing and the National
Police Chiefs' Council.

We work across law enforcement,
the third sector and government to
professionalise public protection and
strive for a whole systems approach to
prevent harm, give confidence to victims,
survivors and witnesses to come forward
and bring more offenders to justice.

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**Vulnerability Knowledge
& Practice Programme**



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