



Protect vulnerable people



Prevent crime



Deal with those who cause most harm



Bring people to justice



Innovate and continuously improve

Suzy Lamplugh Trust - RECOMMENDATION DELIVERY PLAN

Lead	D/Supt Reme Humphris
Governance	Vulnerability Board
Review Date	27 th March 2025

<u>Recommendation</u>	<u>Owner</u>	<u>Update</u>	<u>RAG</u>	<u>Status</u>
1. Bring forward legislation in the 2024-2025 parliamentary session that would change the criminal law related to stalking so that it is easier for the police to understand and apply.	<u>Home Office</u>			
2. By 27 March 2025, to work with the College of Policing, the NPCC lead for stalking and harassment and the National Stalking Consortium to update information on stalking or harassment in the <u>Home Office crime recording rules for frontline officers and staff</u> . Information on stalking within the rules should align with how stalking is described in the <u>statutory guidance on the Stalking Protection Act for the police</u>	<u>Home Office</u>			
3. Bring forward legislation in the 2024-2025 parliamentary session that would change the legal framework for SPOs to.	<u>Home Office</u>	.		
4. By 27 March 2025, work with the College of Policing and others across the criminal justice system to issue guidance that assists the police and criminal	<u>Home Office</u>			

justice partners to select the most appropriate protective measure or combination of measures to pursue in stalking cases.				
5. Before publishing the upcoming national standards for incident recording and assessment (NSIR&A), find the most appropriate way to include stalking in the NSIR&A, so that incidents potentially involving stalking are flagged as early as possible.	<u>Home Office</u>			
6. By 27 March 2025, to review the impact of the principal crime rule on the identification and investigation of stalking. This should include an examination of whether risks associated with stalking may be being missed and implement any changes needed.	<u>Home Office</u>			
7. By 27 March 2025, where required, seek changes to their crime recording systems to enable staff and officers to document and search for crimes not recorded as the principal crime, as included classifications on crime records. Processes should be put in place to make sure this system capability is effectively used by officers and staff. While any necessary system changes are pending, chief constables should put alternative measures in place to make sure <u>stalking</u> and related offences are fully searchable. This could, for example, be the submission of <u>intelligence</u> reports.	<u>Chief Constables</u>	The NPCC have a task and finish group to look at a permanent IT fix and we are working locally with the region on an interim solution.		
8. From the next data release onwards, publish police recorded crime data so it shows section 2A and section 4A stalking crimes separately.	<u>Home Office</u>			
9. Before the end of 2024, begin routinely publishing, within <u>criminal courts statistics</u> , data regarding the number of interim and full SPOs applied for, granted and breached.	<u>MOJ</u>			
10. By 27 March 2025, review and update their learning and training provision relating to stalking so it:	<u>Chief Constables</u>	Stalking training is being delivered across the force, using both local products and the College		


<ul style="list-style-type: none"> • Meets the learning outcomes on stalking within the public protection national policing curriculum. • Makes appropriate use of the stalking or harassment e-learning product developed by the College of Policing. • Uses the skills and knowledge of local victim advocates or others from outside policing with relevant expertise. • Includes information on relevant local policies and practice where necessary. • Is provided to the officers and staff who will most benefit from the learning. <p>Chief constables should also make sure that their policies and practice are reviewed and updated in accordance with the findings in the super-complaint investigation report.</p>		<p>of Policing e-learning product. This has been delivered to specialist teams and other staff who investigate stalking offences.</p> <p>In respect of the use of independent stalking advocates (ISACs) funding is unavailable in this financial year (25/26), this will be revisited during planning for the next fiscal year (26/27).</p> <p>We are exploring the offer from the Suzy Lamplugh Trust in respect of potential training for staff who are required to have knowledge on stalking.</p> <p>A bespoke Stalking Policy/Procedure is currently being compiled, taking into account Authorised Professional Practice from the College of Policing, plus other recognised national good practice.</p>		
<p>11. By 27 March 2025, make sure that appropriate mechanisms are in place to fully understand the scale and types of stalking behaviour within their force and the effectiveness of their response. This should align with the VAWG national delivery framework (PDF document). Mechanisms should include:</p> <ul style="list-style-type: none"> • Problem profiles using police data and intelligence and other sources of information to ensure 	<p><u>Chief Constables</u></p>	<p>The Violence Reduction Network (VRN) has produced a problem profile on Stalking.</p> <p>Oversight and governance of matters related to stalking is included within the layer board governance structure. These are chaired by a Chief Officer and Strategic lead.</p>		

<p>that the full extent of stalking is well understood. This could include information sharing with local victims' services and other public services, and national and local statistics.</p> <ul style="list-style-type: none"> • Regular assurance work such as audits to better understand the force response and make improvements where appropriate, including monitoring the use of SPOs, investigation outcomes and the quality of investigations. • Ways to regularly receive feedback from victims, such as victim surveys. • Force management statements which reflect current and future demand from stalking 		<p>Force audits feed into force understanding around this area of crime. Force domestic abuse and behavioural crimes are included.</p> <p>We are exploring the offer from the Suzy Lamplugh Trust – <i>“Stalking Protection Orders; what works from our experience, the importance of the orders from the victim perspective, and the training required for staff to fully understand and effectively implement the orders”</i>.</p> <p>Under ADR 444 for the Home Office we have to survey victims of Domestic Abuse and Stalking and report on an annual basis, so this is already in place. The survey sample includes intimate DA, stalking which is DA related, but also stalking by perpetrators not known to the victim.</p> <p>The FMS is now merged with the Strategic Threat Assessment and forms the single control strategy across all departments and crime types. Stalking will be included in the STRA and will include cyber stalking as well as other types of stalking behaviours.</p>		
<p>12. By 27 March 2025, take steps to make sure that risk identification, assessment and management is effective in all stalking and breaches of orders cases, including by:</p>	<p><u>Chief Constables</u></p>	<p>The NPCC stalking screening tool has been launched and supported through comprehensive communications on the force intranet. All stalking reports have a bespoke stalking investigation OEL, which directs personnel to utilise the managing risk tools available, including DASH/SDASH/Stalking Screening tool.</p>		

<ul style="list-style-type: none"> • Considering implementing the stalking screening tool to support the identification of stalking and the risks associated with stalking. • Having clear policies and procedures in place for assessing and managing risk in all cases. And where appropriate, embedding recognised risk assessment tools in force systems so that it is easy for officers to access, use and document their consideration of risk and safeguarding. • Recognising (in policies, guidance and training) the heightened risk associated with breaches of protective orders and measures. • Implementing screening and checking processes to support the early identification, assessment and management of high-risk cases. This may require stalking and breach of order cases to be considered at daily management meetings. 		<p>Making it easier for officers to access the necessary tools to identify and address risk.</p> <p>We have introduced a screening and allocation process for all stalking offences, to ensure appropriate departments deal with the relevant risks and complexity.</p> <p>With regard to the heightened risk associated with breaches of protective orders and measures, we have increased awareness to promote the usage of Stalking Protection Orders, and our numbers are increasing.</p>		
<p>13. By 27 March 2025, take steps to make sure that force strategies, structures and processes are in place so that police consider an SPO in every stalking case, and apply for an SPO where relevant and appropriate to prevent harm and further offending. To achieve</p>	<p><u>Chief Constables</u></p>	<p>Every crime which involves stalking is flagged and guidance is provided regarding the application process for a Stalking Protection Order.</p>		

<p>this, chief constables should review, and revise where necessary:</p> <ul style="list-style-type: none"> • Local training and guidance on SPOs, including training and guidance for supervisors. • Mechanisms for supporting investigating officers to identify cases where SPOs would be appropriate and assisting them with SPO applications. This could be through dedicated teams or roles and/or through daily management meetings considering risk and safeguarding. 		<p>We are exploring the offer from the Suzy Lamplugh Trust – <i>“Stalking Protection Orders; what works from our experience, the importance of the orders from the victim perspective, and the training required for staff to fully understand and effectively implement the orders”</i>.</p> <p>Local training and guidance on SPOs have been provided and is part of ongoing development based on national good practice.</p>		
<p>14. By 27 March 2025, take steps to make sure stalking victims receive the rights they are entitled to under the victims’ code and have access to support services. Chief constables should make sure:</p> <ul style="list-style-type: none"> • Victim needs assessments are always completed. • Their force has appropriate processes to make sure all stalking victims are told about their rights under the victims’ code. • Information about the national and specialist stalking support services available in their force area is easily available to police officers and staff, victims and the general public. 	<p><u>Chief Constables</u></p>	<p>The force has considerably improved in terms of compliance with VCOP but recognising the need to improve in relation to the Victim Needs Assessment. The force has an identified dedicated Superintendent lead who is supporting this work.</p> <p>PowerBi is being used to actively monitor performance in relation to VNA.</p> <p>Information about national and specialist stalking support services is signposted on the force website. Links to these services are also embedded within force systems and practices.</p> <p>Support through Victim First is offered to all victims of stalking.</p>		

<ul style="list-style-type: none"> • Victims who would like to receive support are referred to an appropriate service in a timely manner. • They monitor the number of stalking victims who are referred to specialist support services and take action when referral numbers are low. 		<p>Victims of domestic abuse are referred to FREEVA.</p> <p>Automated Victim Notification Service signposting to support services.</p> <p>Personnel are reminded of the enhanced rights available to all victims of stalking, embedded within force systems and practices.</p> <p>Victim First can provide referral numbers; however, they don't distinguish between DA related stalking and non-DA related stalking in their data. However, this is something they can capture in future when their new case management system is up and running.</p> <p>FREEVA do consider stalking and harassment as part of their safety planning with victims and make onward referrals as appropriate e.g., Civil Protective Orders. They also refer clients to Paladin, the National Stalking Advocacy Service.</p>		
<p>15. By 27 March 2025, review whether the right specialist services have been commissioned to support stalking victims in their area, including provision of trained independent stalking advocate caseworkers (ISACs).</p> <p>PCCs and their mayor equivalents should provide the necessary services where they do not exist and should consider collaborating across force boundaries to provide services if it would be efficient and effective to do so.</p>	<p><u>OPCC</u></p>	<p>Action sent to Siobhan Peters at the OPCC to populate.</p> <p>Monthly commissioning meeting held with Siobhan Peters and Grace Strong (OPCC) and any relevant actions to be directed to Siobhan for the OPCC to take forwards.</p>		

		 <p>MARAC MATAAC proposal v1.2.docx</p> <p>With regard to the MARAC/MATAAC proposal, this has been submitted to the OPCC to consider commissioning, however there are likely to be issues with obtaining funding.</p>		
16. By 27 March 2025, work together to review commissioning arrangements and make changes as soon as possible to ensure they embed collaborative working and information sharing between policing and services providing victim support to stalking victims.	<u>Chief Constables/OPCC</u>	The OPCC and the force work collaboratively to provide and further develop, if necessary, a range of service provision for victims. See above MARAC/MATAAC proposal.		
17. By 27 March 2025, make sure the new College of Policing investigations APP content on case allocation is reflected in the relevant policies relating to the allocation of stalking and breach of order cases for investigation. Force policies should support the allocation of stalking cases to officers with the right skills and experience, taking into account the potential risk and complexity involved in stalking and breach of order cases.	<u>Chief Constables</u>	<p>A bespoke Stalking Policy/Procedure is currently being compiled, taking into account Authorised Professional Practice from the College of Policing, plus other recognised national good practice.</p> <p>We have introduced a screening and allocation process for all stalking offences, to ensure appropriate departments deal with the relevant risks and complexity.</p> <p>With regard to the heightened risk associated with breaches of protective orders and measures, we have increased awareness to promote the usage of Stalking Protection Orders, and our numbers are increasing.</p>		

<p>18. By 27 March 2025, take steps to improve the quality of stalking investigations by taking a victim centred, suspect focussed and context led approach. Chief constables should make sure:</p> <ul style="list-style-type: none"> • Their workforce has the capacity and capability to undertake effective stalking investigations and can apply new and innovative investigation techniques to pursue digital lines of enquiry. • All reasonable lines of enquiry are pursued, supported by good supervision. • Arrest and search powers are used to gather evidence from and about suspects. • The impact on victims is evidenced in witness statements, so it can be used to inform charging decisions and improve the likelihood of successful investigation outcomes. 	<p><u>Chief Constables</u></p>	<p>The force has an overarching operation to improve the quality of all investigations (Op. Forefront Detect).</p> <p>The principles in the Op Soteria implementation plan for rape and serious sexual offences, are being carried over to the domestic abuse arena, to focus investigations on being victim centred, suspect focussed, and context led.</p> <p>The quality of investigations is tracked through the force audit programme – oversight through the layer boards.</p> <p>Victim service reviews: senior officers of Inspector rank and above are conducting monthly investigative reviews to check quality and provide direct feedback to individual officers to enable service recovery where necessary.</p> <p>A force thematic review of stalking investigations identified a number of areas for improvement, including recognition and response, and provided relevant feedback to officers.</p> <p>The force is experiencing the issues seen nationally in respect of a lack of appropriately qualified detectives. Recognising the importance around capability and capacity to deliver an appropriate investigative response, work is actively ongoing to address this.</p>		
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		<p>Digital Hub is working on the following:</p> <ul style="list-style-type: none"> ➤ The National Cyber Security Centre (NCSC) has produced national guidance around supporting victims of cyber stalking, including digital devices and trackers, and maintaining a safe and secure online profile - this has been delivered via webinars across the force, and will be repeated year on year. ➤ The Cyber Crime Unit is linking in with the DART team to deliver DA related and online threat/risk/harm training around social media accounts being used for stalking. ➤ With regional colleagues at EMSOU, working on different search tools to proactively seek out any cyber stalking related offences, either taking ownership of them or adding investigation plans. ➤ A presentation has been produced on the use of trackers (air tags etc.) and what to do if this is suspected - this presentation is on the Team Leicestershire Academy (TLA) website. ➤ We have a very advanced Digital Forensic and Cyber Crime Team, working on a proactive basis, picking up cyber stalking investigations where there are digital forensic opportunities. 		
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		With regard to the impact on victims being evidenced in witness statements to inform charging decisions and improve the likelihood of successful investigation outcomes. Through the prosecution team and joint working with the Crown Prosecution Service (CPS) we are driving increased use of Victim Personal Statements to comply with the code of practice for victims of crime.		
<p>19. By 27 March 2025, consider the findings from this investigation and take action in relation to any areas where the Crown Prosecution Service may also need to improve its response to stalking. This could include:</p> <ul style="list-style-type: none"> • Ensuring consistency in how stalking is described across guidance it produces. • Identifying stalking and understanding the risks and effect of stalking on victims. • Recognising breaches of orders as further instances of stalking or serious escalation of risk. • Providing effective victim care, including by working with stalking advocates and support services 	<u>CPS</u>			
<p>20. By 27 March 2025, take steps to improve how their force effectively recognises and responds to online elements of stalking. This should include making sure:</p>	<u>Chief Constables</u>	Stalking offences which have an online element are appropriately flagged, enabling the force to understand the scale and nature of offending.		

<ul style="list-style-type: none"> • The scale and nature of online stalking behaviours informs their strategic understanding of, and the response to, stalking. • Examples of online stalking are included in locally produced training and guidance material about stalking. • Clear online safety advice is available to officers and staff, drawing on the College of Policing APP on stalking or harassment when it is developed. • Appropriate tools, technologies and support services to digitally safeguard victims are procured and officers and staff use these resources when appropriate. 		<p>We have a Cyber Protect Officer in the Cyber Crime Team who provides personal security advice to victims either face to face or over the phone.</p> <p>Leicestershire Police have developed Tiny Check - a means of checking victims' devices, and this has now been adopted as a national piece of ongoing work.</p> <p>Digital Hub is working on the following:</p> <ul style="list-style-type: none"> ➤ National Cyber Security Centre (NCSC) cyber training has been rolled out. ➤ The National Cyber Security Centre (NCSC) has produced national guidance around supporting victims of cyber stalking, including digital devices and trackers, and maintaining a safe and secure online profile - this has been delivered via webinars across the force, and will be repeated year on year. ➤ The Cyber Crime Unit is linking in with the DART team to deliver DA related and online threat/risk/harm training around social media accounts being used for stalking. ➤ With regional colleagues at EMSOU, working on different search tools to proactively seek out any cyber stalking 		
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		<p>related offences, either taking ownership of them or adding investigation plans.</p> <ul style="list-style-type: none"> ➤ A presentation has been produced on the use of trackers (air tags etc.) and what to do if this is suspected - this presentation is on the Team Leicestershire Academy (TLA) website. ➤ We have a very advanced Digital Forensic and Cyber Crime Team, working on a proactive basis, picking up cyber stalking investigations where there are digital forensic opportunities. 		
<p>21. By 27 March 2025, to collate and disseminate information to chief constables on the dedicated stalking co-ordination roles that exist. This information should support chief constables to consider whether and how dedicated stalking officers and staff can be used to support the police response to stalking.</p> <p>The information collated and disseminated should include (but not be limited to) details of:</p> <ul style="list-style-type: none"> • Skills and experiences of dedicated stalking officers and staff, and any extra training provided to them by the force. • Day-to-day responsibilities of dedicated stalking officers and staff, and how these are aligned to force priorities. 	<u>NPCC</u>			

<ul style="list-style-type: none"> How dedicated stalking officers and staff are organised within force operational command structures. <p>2. How dedicated stalking officers and staff contribute to multi-agency working which supports victims and provides interventions to perpetrators.</p>				
<p>3. By 27 September 2025, using the information collated by the NPCC lead under recommendation 21, to consider whether and how dedicated stalking officers and staff, or other subject matter experts, can be used to add value and support the force response to stalking.</p>	<u>Chief Constables</u>	We currently don't have dedicated stalking officers but through the development of this plan we will have a cadre of officers with expertise as part of their role.		
<p>22. By 27 March 2025, implement a mechanism for early screening of crimes to improve the identification, recording and management of all stalking cases.</p> <p>Forces should consider screening crimes similar to stalking, or where stalking behaviours may be present as part of a course of conduct, like harassment, malicious communications and breaches of orders</p>	<u>Chief Constables</u>	<p>We have introduced a screening and allocation process for all stalking offences, to ensure appropriate departments deal with the relevant risks and complexity.</p> <p>In addition, we are considering efficient and effective ways to identify stalking as part of other offences. Including offences of harassment, malicious communications and breaches of orders (e.g. non-molestation orders).</p>		
<p>23. By 27 March 2025, begin working with the NPCC lead for artificial intelligence to explore how artificial intelligence could be used to support the police response to stalking. This should include developing a proof of concept for using artificial intelligence to screen incidents and crimes to help identify stalking and risks associated with stalking.</p>	<u>NPCC</u>			

<p>24. By 27 March 2025, explore opportunities to improve how their force works with partners to contribute to a multi-agency response to stalking. This should include considering:</p> <ul style="list-style-type: none"> • How the force works in partnership with healthcare, the CPS, probation services and other criminal justice partners to manage stalking perpetrators and address their behaviour. • Whether and how they should collaborate with other forces to effectively and efficiently contribute to multi-agency partnerships on stalking. • How multi-agency public protection arrangements (MAPPA) are being used to effectively manage stalking offenders. 	<p><u>Chief Constable/OPCC</u></p>	<div data-bbox="1473 199 1572 300" data-label="Image"> </div> <p>MARAC MATAAC proposal v1.2.docx</p> <p>We have had discussions with the OPCC to develop a multi-agency threat assessment conference alongside the MARAC for both domestic and non-domestic stalking. This will include partners in Health, Probation, Social Care, Housing and substance abuse interventions.</p> <p>Funding is currently unavailable; this will be revisited later this year (October 2025).</p> <p>We currently have a framework through the Joint Operational Improvement Group – we do cover DA in that meeting.</p> <p>Consideration with the CPS regarding how stalking cases can be progressed, for example use of early advice (embedded as part of Op. Soteria in RASSO investigations) - In principle the CPS would support this approach and can see the benefit - but they would need to understand how the definition is being applied – whether the police will then expedite the investigation following EA. Further conversations with CPS are required in order to progress this.</p>		
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		<p>Discussions ongoing regarding how stalking suspects can be referred into MAPPA, to replicate mechanisms already in place for DA and RASSO suspects. This already includes suspects for stalking where there is a DA element.</p> <p>Signal and DA have received training from MAPPA.</p> <p>IOM processes have been developed to ensure that every subject of a Stalking Protection Order is managed by IOM, and some of those offenders are also open to MAPPA management.</p> <p>In terms of initial contact with stalking offenders, IOM offender managers do meet with perpetrators or contact them via telephone to discuss the conditions of their SPO, especially where there are requirements around devices. The force is reviewing and standardising this process.</p> <p>Where an SPO subject is referred to IOM, the IOM offer a point of contact for the victim, including and encouraging the reporting of any breach.</p> <p>Contact with UHL as to whether they could provide a psychologist to participate in IOM/offender meetings, to support the prevention of further offending.</p>		
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		<p>An approach is being made with the Integrated Care Board, Leicestershire Partnership Trust and NHS providers what options may exist for health interventions for stalking perpetrators</p> <p>This will be included as an Agenda item for discussion at the next LLR DA & SV Board meeting.</p>		
<p>25. For its current funding programme for domestic abuse and stalking interventions:</p> <ul style="list-style-type: none"> • Evaluate the stalking specific perpetrator intervention projects and publish details of the findings so this information is available to policing and other services working with stalking perpetrators. • If necessary, commission further research to inform the commissioning and delivery of stalking perpetrator intervention programmes. • Consider developing standards and providing funding for stalking perpetrator intervention programmes based on the available evidence, in partnership with the Ministry of Justice. 	<u>Home Office</u>			
<p>26. By 22 November 2024 (56 days from publication), write to HMICFRS, the IOPC and the College of Policing setting out their response to the recommendations made to them. Chief constables should direct their response to the NPCC which should provide a collective response on behalf of all</p>	<u>Bodies subject to recommendations</u>			Complete

police forces. PCCs and their mayor equivalents should direct their response to the APCC which should provide a collective response on their behalf				
<p>27. By 22 November 2024 (56 days from publication), publish on their force website an action plan which explains what their force will do in response to each of the recommendations made to them and send the NPCC a link to where this action plan can be found.</p> <p>By 27 March 2025 (six months from publication) provide an update to the NPCC describing the progress they have made against their action plans</p>	<u>Chief Constables</u>	<p>A sanitised version of the Delivery Plan was published on the force website within the target date, and a link provided to the NPCC.</p> <p>The force will provide an updated Delivery Plan by the 27 March 2025.</p>		Complete
<p>28. By 27 June 2025 (nine months from publication), share a report summarising the progress forces have made against their action plans with HMICFRS, the IOPC and the College of Policing. This report will be published on the GOV.UK police super-complaints webpage</p>	<u>NPCC</u>			

RAG	POSITION
RED	Recommendation will not be, or is unlikely to be, implemented in full by its deadline
AMBER	Recommendation will be, or is likely to be, implemented in full by the deadline.
GREEN	Recommendation has already been implemented in full.

Status	POSITION
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Under Review	Significant delays, resource issues or blockers are likely to result in incomplete delivery of this recommendation.
Delayed	Target start dates have or will be missed/pushed back or work has not yet started.
Limited Progress	Some progress has been made.
On Track	On track for completion on time.
Pending	Intended start date has not yet passed.
Complete	Has been delivered.
Closed	Is not being progressed.