



Police and Crime Plan Priority: Protecting from Harm III

Title: Detecting and Preventing Hidden Crimes

Presented by: Temporary Assistant Chief Constable Rachel Jones

Purpose of the Report

1. The purpose of this report is to update the Commissioner and the Strategic Policing and Crime Board on progress towards delivery of the objectives set out in the Police and Crime Plan that relate to 'hidden crimes'.

Background

2. Increased reporting of hidden/under-reported crimes is a key indicator of public trust and confidence. By their very nature, 'hidden crimes'¹ are often under-reported, meaning that victims and witnesses are unwilling to come forward to the Police. West Midlands Police (WMP) continues to prioritise increased reporting and accurate crime recording in order to prevent crime, protect the public and help those in need.
3. The Police and Crime Plan identifies the following as objectives in tackling hidden crimes:
 - Increased reporting and accurate recording
 - Improving the response to domestic violence
 - Progress of MASH's across the force and any issues arising
 - Improved intelligence and data sharing between partner agencies
 - Improved and standardised operational practice in the responses to hidden crimes
 - Improved identification and targeting of perpetrators, with stronger offender management
 - Progress on the growing issue of migrant children
 - Progress of Sentinel initiatives

¹ Hidden crimes are defined as Domestic Abuse, Child Abuse, Adults at Risk, Child Sexual Exploitation, Female Genital Mutilation, Forced Marriage, Honour based Abuse, Modern Slavery, Human Trafficking, Hate Crimes and Gender Selective Abortion

Governance and Strategic Oversight

4. Assistant Chief Constable (ACC) Rachel Jones, is responsible for the governance and strategic oversight of hidden crimes within the crime portfolio.
5. Detective Chief Superintendent (DCSU) Claire Bell is the head of the Public Protection Unit (PPU) and is supported by three Detective Superintendents namely: DSU Richard North strategic business lead for Domestic Abuse (DA), Forced Marriage (FM) and Honour Based Abuse (HBA), DSU Paul Drover strategic business lead for Child Abuse (CA) and Child Sexual Exploitation (CSE), and DSU Nick Walton strategic business lead for Sexual Offences Team (SOT), Modern Slavery (MS) and Human Trafficking (HT).

Overview

6. There are established practices between WMP and partner agencies for joint working to raise awareness of hidden crime across the region. In particular, crime affecting those who are most vulnerable and from new and emerging communities, as well as recognising the need for increased collaborative working to protect communities from harm.
7. During the last 12 months, the force have seen an increase in reporting from victims of all hidden crime, which suggests that the steps put in place to improve the trust and confidence of our most vulnerable victims are working.
8. The PPU comprises of dedicated teams of Domestic Abuse (DA), Sexual Abuse (SA) and Child Abuse (CA) Investigators across each of the seven Local Authority areas, a dedicated Adults at Risk Team (AAR), a specialist Online Child Sexual Exploitation Team (OCSET) and a Central Referral Unit (CRU) that covers the whole of the force area and receives referrals from all partner agencies. In addition, seven child multi-agency safeguarding hubs (MASH) for Coventry, Solihull, Sandwell, Birmingham, Walsall, Wolverhampton and Dudley have been established. The success of this approach has resulted in Dudley partnership introducing an Adult MASH in the last 12 months, following the lead of Wolverhampton who created their Adult MASH in 2016.
9. In addition, there has been an investment of staff into the PPU through the introduction of Police Staff Investigators (PSI) and some specialist police staff posts. These posts have proven to be a welcome addition to the PPU, bringing greater capacity as well as a new skill set and approach.
10. WMP offer bespoke training to all staff within the organisation, mapped against the College of Policing (CoP) objectives and provide inputs including DA, Mental Health, Public Protection, Forced Marriage, Female Genital Mutilation (FGM) and Modern Slavery (MS). The programme is delivered in a variety of ways including e-learning, trainer led face to face classroom sessions, guest speakers and subject matter experts.

11. Following each training session, Learning & Development (L&D) will conduct a training course evaluation survey where they capture the thoughts and feedback from the attendees. They maintain attendance records and adapt future courses, where necessary, from the feedback received and changes in legislation, Policy and Procedure.
12. There has been on-going and effective engagement with both statutory and non-statutory partners including CPS, Local Safeguarding Children Boards (LSCB), Local Safeguarding Adult Boards (LSAB), Health, Education, Local Authorities, Strategic Safer Partnership Boards (SSPB) and Health & Well Being Boards which has enhanced the performance and working practices of all involved. This will be outlined throughout this report in more detail.

Preventing Violence Against Vulnerable People (PVVP)

13. The PVVP Board is a joint board chaired by ACC Crime and the Chief Executive of Solihull Metropolitan Borough Council (SMBC). It provides executive leadership, oversight, support and challenge in protecting the most vulnerable in society; children, young people and vulnerable adults. The Board has been influential in bringing partner agencies together to achieve a shared objective and vision through dialogue and integrated partnership working.
14. The mission is achieved through the collective direction of core public services through three pillars; **Prevention, Protection and Justice**.
15. PVVP is reflected in the corresponding '*Protecting Vulnerable Victims*' paper but also referenced here as it plays an instrumental role in delivering an integrated approach across agencies to understand and detect hidden crime. Notable examples include:
 - Awareness raising to support the identification and subsequent protection of those suspected of being victims of modern slavery and human trafficking.
 - Partnership training events to raise awareness of CSAE and missing children.
 - Greater refuge provision by building capacity to protect and support the victims of DA.
 - Audit regimes to identify areas for development and best practise within key thematic areas including DA.
 - Recognition and continued promotion of the regional *See Me, Hear Me* website.
 - Regional workshops to provide an overview of criminal exploitation and identify partnership challenges in terms tackling this issue within a broader over-arching framework of exploitation.

Service Delivery

16. The approach taken to prevent, detect and respond to hidden crime victims and disrupt and pursue offenders, is delivered through a range of interconnected operational activities, governed through the Crime Governance Board, Intervention, Prevention and Violence Board and the Vulnerability Improvement Board. For the purposes of this report, the overarching operation (Sentinel) and each hidden crime are outlined individually to allow progress against each one to be considered.

Operation SENTINEL

17. Operation Sentinel is a long term police initiative that was implemented in 2013 to raise awareness of hidden crime. Sentinel is now embedded locally and nationally and is recognised as a brand in its own right in relation to hidden crime. The initiative enhances the service provided by WMP and its partners to victims across the force area, who remain hidden and silent for a number of reasons. These reasons can include mistrust of statutory agencies, fear for personal safety and the influence of family, cultural beliefs and behaviour.
18. The aim of Operation Sentinel was re-stated in October 2017 to be: "*Making hidden suffering of children and vulnerable people everybody's business*".
19. It is essential that the associated crime themes including Domestic Abuse, Child Abuse, Child Sexual Exploitation, Modern Slavery, Human Trafficking, Forced Marriage, Honour Based Abuse and Female Genital Mutilation are not perceived within the organisation as the remit of the PPU alone. While these crimes do require a specialist department to investigate them, the whole organisation has a vital role in preventing them from occurring. It was for this reason that it was decided that the Sentinel lead should come from a uniform Neighbourhood Policing Unit (NPU) rather than from within the PPU. This demonstrates a clear intention to improve the identification of hidden harm, and truly make it everybody's business.
20. In October 2017 under Operation Sentinel, the Force ran a dedicated week of action focussed on Hidden Crimes. The range of activity undertaken was extensive and involved a number of different departments, as described in more detail below:
 - a. ACC Murray wrote to the head of every LSCB and LSAB in regards to Female Genital Mutilation (FGM) to direct our partners to review their performance and approach to mandatory reporting requirements. There is recognition that it is highly unlikely that FGM would ever be reported in a traditional manner i.e. by a victim phoning the police or attending a station. Whilst FGM is an extremely serious criminal matter, which clearly sits with the remit of the Police and the Crown Prosecution Service (CPS), it is only through the vigilance and professionalism of partners that it will be identified. The interaction with the LSCB also addressed the issue of the '*FGM affected community's*' understanding of relevant legislation. Whilst it is reasonable to believe that most people understand that FGM is illegal, the question remains does everyone understand that it is an offence to even make an arrangement to

commit the act or that if a parent fails to protect a child from FGM, even if they had no direct role, they could face a lengthy prison sentence?

- b. The Regional Organised Crime Unit (ROCU) conducted Operation Yarrow which was focussed on disrupting crime groups believed to be 'exporting' harm across the region, using a model of offending which exploited young and vulnerable people. Conventional indicators of success arose from the operation in the form of significant drug seizures and numerous arrests. A total of 28 premises were identified and visited where it was suspected that vulnerable people were being exploited into having their homes used for criminal offending, often referred to as 'cuckooed premises'.
- c. Force CID increased the amount of prisoners they dealt with who were subject to a 'needs assessment'. Historically, there have been issues with vulnerable people being criminalised after they have been coerced into committing offences and the Criminal Justice System can potentially overlook hidden issues. This initiative increased front line investigators vigilance to potential vulnerability, and ensured there was not an overly simplistic division between victim and suspect.
- d. Force Response implemented the process of completing a Domestic Abuse Stalking and Harassment risk assessment tool (DASH) for all domestic incidents. This brings the Force in line with national policy and addresses recommendations from HMICFRS. Although this policy change was launched through the week of action, it was sustained thereafter, and is now consistent practice.
- e. NPUs conducted a range of initiatives directed at local concerns around hidden crimes. Examples include Birmingham East, where there was extensive work with local landlords aimed at identifying issues with people trafficking and modern slavery. Walsall NPU led on work branded as 'Business Saviours'. This initiative recognises the unique opportunity that victims under coercion have when they engage with private business, where there is an opportunity for a 'private interaction'. This could, for example, include during driving lessons, haircuts or beauty treatments. This may be the only opportunity where a person can talk privately about the fact they are being forced into marriage, FGM or are suffering domestic abuse. The idea of the scheme is that the person delivering the service is up-skilled around the legal issues concerning these areas, and are able to give some sort of advice to the person and sign post them to other groups or agencies to seek help. Again, whilst this was emphasised during hidden crime week, it has now become an initiative which is being rolled out across the force. Across the NPUs there was a range of awareness raising and training delivered to a number of businesses within the private sectors, including hotels, banks, late night eateries and taxi companies. This is reflective of a wider strategy to create a new level of active citizenship with the individuals who work within the service sector and are often better placed than the police to identify hidden harm at an earlier stage.

21. Building on the wide range of activity described during hidden crime week, Sentinel then went on to deal with more specific themes which are mapped out until October 2018. The first individual theme focused on DA and the implementation of the universal application of the domestic risk assessment (DASH). This culminated in a specific media campaign run during the month of December around stalking and harassment. When this was reviewed in January 2018, this was shown to have an extensive impact reaching an audience of over 1.3 million people and was viewed 838,159 times on Snapchat with 72,480 people clicking through to the advice pages on the website. This theme was revisited in a 'Talking Stalking' event held on the 28th March 2018.
22. The current Sentinel Theme concerns 'Vulnerability in Volume Crime". This seeks to ensure that frontline officers and staff are fully aware of issues relating to hidden harm when they are conducting their day to day duties. This affords the opportunity to identify issues at an early stage or uncover the true extent of harm which may otherwise be invisible. A training package has been developed which seeks to up skill staff in this area. It has also been accompanied by the development of a more accurate policy around how child protection concerns are recorded at a non-statutory level. This will develop a more consistent use of the 'Local Safeguarding Portal' which is used by NPU's to co-ordinate the referral to the 'early help' offer bespoke to each Local Authority area.
23. The next Sentinel theme currently under development is 'Vulnerable Adults'. This will seek to develop the strategy around the development of local "Adult MASH" and better define the process whereby crimes against adults and non-crime concerns are processed through the organisation.

Domestic Abuse (DA)

24. WMP has experienced year on year increases in domestic abuse reporting. Between April 2017 and March 2018, WMP received 25633 reports of DA related crime (14% increase) and 30267 reports of DA related non-crime (2% decrease). In the last 3 years, there has been a 45% increase in recorded crime reports.
25. The apprehension of DA suspects is managed through a range of connected force wide tasking and assessment processes. This includes operational reviews within the DA teams, monitoring the number of suspects and the risks they pose through daily and weekly tasking and review meetings and broader assessment of the working practices at fortnightly DA meetings. Recent amendments to, and reinvigoration of the Domestic Abuse Arrest Ready Targets (DAART) process, coupled with a focus on the arrest of these offenders through the Force Daily Threat Review Meeting (TRM) and the weekly Force Service Improvement Meeting (FSIM) has provided clear governance and accountability for this area of business.
26. The summer of 2018 has seen a significant increase in demand placed on the Police across the country. A large part of this demand has been an increase in the reporting of DA. It is positive to reflect on the fact that more victims are confident

enough to report the abuse they are suffering to the police, however, this has also caused significant operational challenges. WMP has seen an unprecedented rise in the level of DA outstanding offenders over the summer period of 2018. As a result, this issue has been closely scrutinised by a GOLD group chaired by ACC Johnson, and the SILVER group chaired by DCSU Bell. Resources have been utilised from across the Force to support the dedicated DA teams. The issue is a priority for the force and NPU's and our Response Teams are striving to maximise the amount of arrests made. A more consistent approach to the circulation of wanted individuals is being developed and a more robust process for cases where the Code G of PACE directs we should deal with the matter by way of voluntary interview. Through review and close scrutiny, it is intended to use this opportunity to reflect on lessons learnt over this period with a view to maintaining more control in the summer of 2019.

27. MARAC (Multi-Agency Risk Assessment Conference) remains a priority for WMP and we continue to drive a consistent approach across the seven Local Authority areas. WMP has an overarching improvement plan for MARAC, but in addition to this, each area is working towards the Safelives recommended areas for improvement. MARAC support provision currently varies across the area and WMP is attempting to address this in consultation with the OPCC.
28. Working closely with the OPCC and community safety leads across the force area, the role of MARAC co-ordinators and administrators has been reviewed and is due to be restructured. Rather than individual local authorities funding the post on a relatively short term basis requiring constant renewal, these crucial roles will be employed by the police directly from April 2019. This will allow greater efficiencies in terms of how workloads and abstractions can be managed, as well as consistency in the delivery of this crucial multi-agency meeting. It will also lead to the integration of information sharing across the force area.
29. The College of Policing (CoP) are currently revising the DASH tool, designed to improve attending officer's ability to identify coercive and controlling behaviour as a more accurate predictor of future risk rather than just violence or level of injury. WMP have been one of four pilot forces to inform this initial work and have recently applied to be a pilot force for the next stage of the new Domestic Abuse risk assessment. We are awaiting further information from the CoP in relation to this.
30. In October 2017 as part of "Hidden Crimes Week", WMP trialled completing a DASH form at every domestic incident, including crimes and non-crimes and this is now force policy. This was followed by the development and launch of an APP which provided an efficient means by which officers could complete a DASH assessment at the scene electronically (via Mobility device), which automatically links to the crime report for later review by DA teams.
31. The success of DASH and the APP is regularly monitored and the compliance rates are increasing as a result. In a recent example, it was highlighted that if a victim did not engage with the DASH process, there was no mechanism for officers to record the partial information on the form. This has led to an amendment, which directs

and requires the attending officers to complete a DASH in all cases, regardless of the extent of victim's engagement and therefore improve DASH completion. The digital completion of the DASH form also allows for greater scrutiny of the individual performance of officers.

32. Between November 2017 and March 2018, DS Bode (PPU) delivered bespoke training to all Force Contact 999 and 101 operators in relation to understanding Domestic Abuse policy and procedure in their role. This training focused on the use of THRIVE risk assessment tool in the context of DA calls for service, an input on the importance of "Voice of the Child" and Intervention and Prevention Pathway referrals.
33. WMP have invested in a pilot project across Birmingham to improve the utilisation of Domestic Violence Prevention Orders (DVPO's) as an additional safeguarding measure where no alternative enforcement options are available. The pilot has significantly improved the utilisation of DVPO's across Birmingham as well as the streamlining efficiency of the DVPO application process. Police staff investigators will continue to undertake this role in Birmingham and work will now commence to roll out the approach force-wide. WMP have recently recruited and employed a member of Police Staff dedicated to the management and delivery of civil interventions and DVPO's. This will create a central point of experience and consistency, which is expected to lead to an improvement of performance in this area.
34. Body Worn Video (BWV) has been rolled out across all Force Response teams and has greatly improved the ability of initial responding officers to capture key and impactful evidence when attending reported incidents of domestic abuse. BWV footage can provide excellent res gestae evidence, which is a legal term which simply means 'things done' to help prove that an event occurred. BWV greatly assists a prosecution to successfully proceed where it might not otherwise have done and has reduced the amount of complaints against police. Due to the success of BWV, a rollout is underway to all operational officers across the force. A recent example of the benefit of BWV is where DA first disclosure was recorded at the scene, but the victim would not give a statement or engage afterwards. The footage was used to charge the offender with two breaches of a non-molestation order based on the BWV evidence.
35. DA offender management sits within Local Offender Management Units (LOMU's) who manage the following DA offenders:
 - a. High risk DA cases - All cases reviewed, case management selection determined following a nationally recognised evidence based selection tool (DA-ORAT: DA Online Risk Assessment Tool).
 - b. Serial DA Perpetrators – Selected following a risk based assessment.
 - c. Resettlement Team cases - Any offender identified via the Resettlement Team that presents an on-going high risk of DA perpetration. Resettlement Teams

will screen offenders being released back into communities for previous high risk DA flags, irrespective of their index offence.

- d. High risk offenders being managed in other cohorts, where DA is a feature in their offending. Selected following a risk based assessment within the LOMU about who, and where best, they are managed.
36. Offender Managers (OM) are developing effective practice and greater understanding of what works in the tactical delivery of case management for domestic abusers. As part of this learning, regular meetings take place with DA OM leads from each LOMU (Sgt level representation) to share experiences and tackle barriers to effective practise.
37. Domestic Violence Perpetrator Programmes (DVPP) are seen as an effective change intervention. In July 2017, the PCC launched a 2 year DVPP geared towards DA where there is a child at risk. This is coupled with victim support and an awareness of coercive control and tactics used by perpetrators to ensure risks are monitored and managed.
38. *Project CARA* has now been rolled out across the whole of WMP, in partnership with The Hampton Trust and local partners. DA offenders who are eligible for an Adult Caution will instead take part in a Police Community Resolution (PCR) for a low severity domestic abuse offence, provided that they attend and complete two motivational interview sessions designed to prevent further domestic abuse offending. The participants will be given support and increased awareness of the impact of their abuse on themselves, their partner and children. Failure to complete the required sessions will result in the offender receiving an Adult Caution.
39. All Domestic Abuse Teams can now refer offenders onto an alcohol related DA course, where their offence (through admission or evidence) has a known alcohol link (referral or alternative to a criminal justice outcomes if deemed appropriate). Work exists to increase referrals and a communication plan is in place to inform investigators of the benefits to making routine referrals.
40. PPU continually seek to improve and conduct regular dip sampling and internal peer reviews. These are carried out between the domestic abuse teams to ensure local best practice is adopted force wide.
41. WMP are seeking to pilot the use of 'Telephone Resolution' for certain standard risk domestic incidents. Whilst traditionally it has always been considered essential to engage face to face with a victim (in recognition of the seriousness of this crime type) recent pilots in other forces have suggested that taking certain complaints over the telephone can lead to a better service and the disclosure of more information. This may reflect a change in the mind set of some victims in the digital age, where they feel more comfortable in not having to describe intimate issues to a person who is physically present. The precise nature of this pilot is currently being designed by the CoP.

42. WMP is also seeking to commission DA training from the National DA Matters programme for all frontline response officers. The delivery of this training will also licence a further method of continuous training for new recruits and transfers onto the response department, so there is a continuous engagement with the issues and challenges of responding to domestic abuse. Further, a Scanning, Analysis, Response and Evaluation (SARA) course is also being held in October 2018 to help better tackle DA offenders.

Child Abuse (CA)

43. WMP has seen total recorded child abuse crimes increase from 3697 in 2014/15 to 8704 in 2017/2018, a 135% increase. This reflects the national trends of child maltreatment, sexual abuse and CSE. Over the same period, records of child abuse non-crime incidents fell by 10% from 14477 to 13099. These figures suggest the force is improving on recognition and recording of hidden crimes against children.
44. All seven Local Authorities have Multi Agency Safeguarding Hubs (MASH) in operation supported by staff from the PPU to ensure WMP's commitment to the Children Act 2004 and Working Together to Safeguard Children by providing a consistent, high quality first response to safeguarding children and criminal investigations. Working directly with partners in Social Care and Health to ensure the appropriate sharing of information and placing the child at the centre of decision making. HMICFRS commented in last year's PEEL inspection that *'All MASH's generally function well, with no backlogs. Our previous inspections found that working practices differed between each MASH, due to varying demand across the force area. This is still the case, although the practices are now more aligned and the differences are appropriate to the resource levels and demand for services within each MASH'*.
45. WMP have seen several high profile child abuse investigations over the last 12 months, where the use of partnership intelligence and offender mapping has driven successful proactive investigations into high harm and prolific offenders. The effective use of intelligence has been key to notable investigations such as Operation Major, a highly complex investigation into the serial abuse of a number of very vulnerable children, neglected by their mother, and abused at the hands of a family of prolific offenders.
46. WMP is committed to early intervention and the prevention of harm to children. Work to review and enhance WMP's approach to Early Help, develop a protocol in relation to the unnecessary criminalisation of children in care, develop a response to child trauma resulting from police contact and enhance our overall child-centred policing approach is being progressed within the Children and Young Person work stream that sits under the Intervention, Prevention and Violence Board.
47. Other initiatives also continue. Operation Encompass is an early information sharing initiative with schools, when their pupils have been exposed to or are subject to DA, allowing teachers to provide crucial support. This national initiative is running in Dudley, Wolverhampton and Coventry and is currently in the process of being implemented in Sandwell, Solihull and Walsall and is being scoped in Birmingham.

48. Training and professional development underpins the drive of WMP for improved and consistent practice relating to child abuse. Through Operation Sentinel, all officers have received inputs in relation to child abuse, CSE and the importance of "*Voice of the Child*" in decision making and actions. Child Abuse investigators receive bespoke training and accreditation to allow them to conduct their role. This is supported by departmental led development days, joint partnership training and inputs to ensure practitioners are informed and improve consistency of service.
49. Police also deliver multi-agency child death investigation training aimed at both health professionals and police. This is designed to improve adherence to the SUDI (Sudden Unexplained Death of an Infant) process and to identify signs of physical abuse and neglect where a child has died.
50. Within the PPU, the programme of dip sampling of investigations, peer review of teams and monthly performance review continues. This ensures consistency of practice and continues to drive improved performance. This is owned and driven by the Child Abuse Lead Superintendent.
51. Feedback forms an important element of improving operational practice. Close relationships with CPS and structured partnership debriefs contribute to internal reviews to improve practice and deliver a consistent service. The Child Abuse Teams across the force also take part in multi-agency audits through their local safeguarding boards, sharing learning through a variety of methods to ensure continual improvement and a child-centred approach.
52. Under changes to Working Together to Safeguard Children made in July 2018, Local Safeguarding Children Boards (LSCBs) will be replaced by "safeguarding partners". Under the new legislation, three safeguarding partners (local authorities, chief officers of police, and clinical commissioning groups) must make arrangements to work together with relevant agencies (as they consider appropriate) to safeguard and protect the welfare of children in the area. Safeguarding partners have up to 12 months from 29 June 2018 to agree local arrangements and which relevant agencies they consider appropriate, and should work with them to safeguard and promote the welfare of children in their area.
53. Safeguarding partners must publish their arrangements and should notify the Secretary of State for Education when they have done so. Arrangements must have been published by 29 June 2019 and following this date, safeguarding partners have up to three months from the date of publication to implement the arrangements. All new local arrangements must have been implemented by 29 September 2019.
54. WMP are currently working with partners under the current Local Safeguarding Board arrangements to ensure compliance with these requirements as one of the 'safeguarding partners'.

Child Sexual Exploitation (CSE) & Criminal Exploitation of Children

55. WMP use the latest HM Government statutory definition of child sexual exploitation (Feb 2017):

“Child sexual exploitation is a form of child sexual abuse. It occurs where an individual or group takes advantage of an imbalance of power to coerce, manipulate or deceive a child or young person under the age of 18 into sexual activity (a) in exchange for something the victim needs or wants, and/or (b) for the financial advantage or increased status of the perpetrator or facilitator. The victim may have been sexually exploited even if the sexual activity appears consensual. Child sexual exploitation does not always involve physical contact; it can also occur through the use of technology.”

56. CSE continues to have national threat status and remains a priority for the force. WMP work as a partnership with the seven LSCB's in accordance with the regional *See Me, Hear Me* Framework.
57. WMP has a clear vision and ambition that continues to guide WMP's response to CSE within the regional CSE framework. The strategy has been in place for just over a year and covers all staff and officers of WMP and will continue to be delivered over the next year, led by DI Julie Woods (part time lead) and DS Mark Robinson (Subject Matter Expert) and strategic business lead DSU Paul Drover. It is governed under the Intervention, Prevention and Violence Board (IP&V).
58. The PPU Service Improvement Team (SIT) produces quarterly data and narrative on CSE across the West Midlands region. This is based on data from the seven local authorities within the West Midlands and WMP. Other regional forces produce the same data which provides an up to date picture of how many CSE victims and offenders have been recorded every quarter, with a comprehensive breakdown of the results allowing for informed resourcing decisions to be made. For example, between April and June 2018 WMP had recorded 84 CSE crimes (with a CSE marker), and 327 non-crimes (with a CSE marker).
59. WMP identify and disrupt locations that are vulnerable to the potential for CSE, especially with the increase in online abuse and grooming. Historically safer places can now contain risk, as children may have significant unrestricted time with internet enabled mobile, computer and gaming devices for example in education settings and their own homes. WMP highlight potential locations which are then raised at COG meetings (CSE Operational Group) and based on the information and intelligence, a decision is made around tactics to disrupt any activity. These locations remain on the COG agenda until such time that the disruption has reduced the risk of CSE.
60. Operation Summer is an initiative started in 2015/16 force wide and continues to be used today. It is intended to address the risk of children who go missing and are subject to CSE, in particular, when they feel unable to make disclosures but there is intelligence to support the fact they are being abused. The tactics of the operation must remain confidential, but have resulted in Sexual Risk Orders for 6 men linked

to young people in Birmingham. All the men were previously unknown to police for offences against children.

61. WMP also seek to make use of other civil interventions such as CAWN's (child abduction warning notice). Such orders are useful when children go missing and are found with adults they have no permission to be with, or in the case of children at risk of CSE.
62. WMP chair exploitation sub groups (under the Local Safeguarding Children Boards) which agrees and develops strategy and process in relation to exploitation. Each area has a balanced scorecard to track outcomes and activity across all agencies and has a problem profile for CSE to help understand and respond to local issues.
63. At an operational level, each local authority area has a CMOG (CSE and Missing Children Operational Group) meeting where agencies come together to discuss victims, offenders and locations and how to tackle them collectively. Supporting this process, a case management approach takes place where safety plans for individual children at medium or high risk of CSE are agreed.
64. LOMUs (Local Offender Management Units) manage a cohort of CSE offenders and assess risk from identified CSE suspects or offenders using a risk matrix tool developed with ROCU (Regional Organised Crime Unit). Using the network of multi-agency CSE Case Management meetings and ODOC (One Day One Conversation) meetings offenders are selected, agreed and managed.
65. WMP have commenced identifying and tracking children at risk of criminal exploitation, in a similar way to how we track children at risk of CSE. This follows briefing and learning events from Birmingham and is in its early stages. In Birmingham, an ODOC (One Day One Conversation), led by WMP Gangs and YOS has been implemented where FCID, PPU and other internal and external partner agencies contribute to discussions regarding identified cases involving exploitation. Screening tools to assist identification are also being developed
66. Criminal exploitation is an emerging trend and progress is being made across the force regarding the identification and the appropriate partnership response. This is a hidden crime affecting vulnerable children and adults. There is a recognised need for increased collaborative working to protect individuals from exploitation and the force is driving activity to make improvements in this area.

Adults at Risk

67. West Midlands Police continue to use the National Police Chiefs Council definition of a Vulnerable Adult, which is:

“Any person aged 18 years or over who is or may be in need of community care services by reason of mental, physical, or learning disability, age or illness AND is

or may be unable to take care of him or herself or unable to protect him or herself against significant harm or exploitation”

68. The levels of reporting has marginally increased during 2017/18 with a total of 2120 crime and non-crime incidents being reported, compared to 1946 during 2016/17. This is attributed to the development of the working arrangements with Wolverhampton and Dudley Adult MASH. These crimes continue to cover a broad range of incidents from physical and sexual assaults to harassment and thefts.
69. Within the PPU, the Adults at Risk Team is the specialist investigative team for vulnerable adult abuse incidents where the victim is an adult with care and support needs, and:
 - The suspected abuser is in a position of trust, registered carer or an Adult with Care and Support needs.
 - The death is suspicious. If this is identified as a homicide, then this is transferred to the Homicide Team.
 - The abuse is Physical, Financial, or Sexual (excluding Domestic Abuse which is investigated by the Domestic Abuse team for the area).
70. In order to focus on protecting and safeguarding vulnerable adults with care and support in a way which is bespoke to their needs, there is a move to a more specific investigative remit. This is coupled with priorities to improve the consistency of working arrangements between WMP and the Local Adult Safeguarding Boards, to develop joint investigative arrangements with national organisations such as CQC, and to develop consistent Adult MASH arrangements across the force area.
71. WMP operates across seven Local Authority areas who all have different operating approaches, referral pathways, and partnership arrangements. To support the development of a consistent approach to all elements of the investigation and safeguarding activity, a West Midlands Metropolitan Emergency Services Adult Safeguarding Group has been created. This allows the police, fire service, ambulance service and senior managers from the seven Local Authority Adult Safeguarding teams to develop consistent working arrangements. This year, the focus has been on developing consistent approaches to training, audit and compliance arrangements, and understanding and prioritising demand.
72. The interface between the vulnerable adult training delivered by WMP to our staff, and the training delivered by the seven different Adult Safeguarding Teams and Boards across the WMP area is complex. This is currently subject of review by the West Midlands Metropolitan Emergency Services Adult Safeguarding Group. Internally WMP have introduced training to all new officers through a short video guide on adult abuse investigations, created a short infomercial similar to those used by WMP for the WMP2020 programme, to provide bitesize information for all staff in support of a new investigation policy that is due to be launched in 2018, and also used information and learning from Safeguarding Adult Reviews (SARs), coupled with recognised effective investigative practice to create the draft

investigation policy, which is due for implementation in 2018. This will be supported with an improved internal intranet page that will provide WM staff with ongoing support and information, and the implementation of the joint training programme with the Adult Safeguarding Boards during 2019.

73. The Learning & Development department within WMP evaluate all training sessions. In terms of AAR, a return is provided to each of the Safeguarding Adult Boards as part of the Annual report and are currently working with them to devise a consistent approach across all local authority areas. This will then be used to evaluate the amount and the quality of inputs (and share inputs/resources with each other to make efficiency savings and ensure the training is consistent).
74. The introduction of the Dudley Adult MASH in 2018 has allowed WMP the opportunity to review and develop our current response to Adult MASH with the Wolverhampton and Dudley Adult Safeguarding Teams. The result has been the development of a consistent model across both MASH and improvements to the interaction between the Adult MASH in both areas and the WMP Force CID, PPU Adults at Risk, DA, and Sexual Offences Teams, and the creation of joint training and workshop sessions. The utilisation of the PPU Central Referral Unit (CRU) as the virtual partner for the MASH, and the central point of contact for the MASH into WMP, has allowed the force to manage the increased referrals. It has also enabled the force to be more informed partners for the Wolverhampton and Dudley Adult MASH and improve the service delivered to vulnerable adults with care and support needs.

Female Genital Mutilation (FGM)

75. Female Genital Mutilation (FGM) or female circumcision/cutting is a collective term for procedures which include the partial or total removal of the external female genital organs, or injury to the female genital organs, for cultural or other non-therapeutic reasons. FGM is a procedure which is medically unnecessary, is extremely painful, and has serious health consequences, both at the time of the procedure and in later life. It can also be psychologically damaging. A number of girls die as a direct result of the procedure from blood loss or infection. In the longer term, women who have undergone some form of mutilation are twice as likely to die in childbirth and four times more likely to give birth to a still born child.
76. DI Wendy Bird is the WMP Part Time Lead for FGM, supported by DC Gill Squires. DI Bird is the regional police lead for FGM, meeting with regional counterparts, auditing cases and meeting the NPCC lead Commander (Met police) every quarter.
77. DI Bird also chairs BAFGM (Birmingham Against FGM). This group has been running for over 10 years in Birmingham and was chaired until recently by a local primary school head. It is a large FGM working group which meets bi-monthly with leads from all statutory agencies, partners and survivors to ensure lessons are learnt and current/best practice is discussed.

78. DC Squires has just started a six month secondment with the Home Office in their FGM unit. She will continue to have close links with WMP and regularly meets with DI Bird to discuss the national and local FGM strategy.
79. Operation Limelight is running again this summer which involves airport police, regional police teams, Children's Services and Border Force. It involves intercepting passengers on incoming and outgoing flights from areas of the world where FGM is conducted. The operation has proved extremely informative for police, partners and the public with regard to prevention, support for survivors and raising awareness.
80. Operation Sentinel has provided a unique platform for raising the awareness of this form of hidden crime. Internal and external messaging for FGM has been created which includes posters, display messaging pop-ups, stickers in toilets at airports, support at conferences, social media support, community leaflets, cabin crew FGM leaflets and Newsbeat articles.
81. There is a mandatory reporting requirement which requires regulated health, social care professionals and teachers in England and Wales to report known cases of FGM to the police. This referral mechanism along with the FGM awareness campaign has ensured that there has been an increase in referrals. Although there has been significant investment both to raise awareness and make potential victims more confident in reporting, there are still concerns with regard to the lack reporting.
82. Nationally there have been no successful convictions specifically under the new FGM legislation and this outlines the difficulties faced.
83. In February 2018, WMP laid on a number of workshops in relation to FGM protection orders (FGMPO) for police, multi-agency partners, including third sector organisations. The workshop include an input from an FGM survivor.
84. WMP work also continues with the Home Office, National Stakeholder Group, BAFGM, PVVP lead, Border Force, and Crimestoppers. DI Bird has been invited by the NPCC lead to meet with international colleagues to talk through current practice both here and abroad and to share best practice.
85. WMP leads have presented to various schools, colleges, women's groups, courts, religious leaders and community groups in order to raise awareness of FGM and to quell some of the myths and educate communities about these offences.
86. Internally WMP has trained all new police recruits, new 999/101 operators and staff on the ICIDP courses.
87. A new courts process for notifications on FGMPO's has gone live in Aug 2018 and the lead is due to train Force Intelligence Bureau (FIB) staff to ensure they are aware of referral processes and issues surrounding FGM. Early indications suggest the benefit as WMP have already received three referrals. These referrals will be

managed through the Central Referral Unit (CRU) who have an extensive knowledge and experience of dealing with these orders.

88. All courses run through Investigative Training involve vulnerability and examples used include hidden crimes to ensure learning is reinforced.

Forced Marriage (FM) and Honour Based Abuse (HBA)

89. DI Wendy Bird is the Force Part Time Lead (PTL) for Forced Marriage (FM) and Honour Based Abuse (HBA) and is supported by DS Trudy Gittins, who is the designated Subject Matter Expert (SME).
90. There has been a slight increase in the reporting of FM between 2017/2018 with 58 reported between April to March as opposed to 52 in the same period 2016/2017. However, there has been a decrease in the reporting of HBA between 2017/2018 with 133 crimes and 98 non crimes reported between April to March as opposed to 139 crimes and 125 non crimes in the same period 2016/2017. This highlights the difficulties faced by both police and its partners to address the issues related to this hidden crime type.
91. In May 2018, WMP secured a landmark case with the first ever conviction for forced marriage in England, where an 18-year-old girl was married to a man 16 years her senior whilst on what she thought was a family holiday to Pakistan. Her mother was found guilty of deceiving her into travelling and forcing her to marry following a trial at Birmingham Crown Court.
92. Following a similar case in Leeds Crown Court, WMP, West Yorkshire Police and CPS conducted a thorough debrief and lessons learnt were cascaded nationwide to police forces, criminal justice agencies and partners.
93. WMP will always attempt to prosecute where possible. Our primary role often focuses on intervention, prevention, safeguarding and protection. This often requires support from Education, Social Services, Health, The Forced Marriage Unit (FMU) and other statutory and third sector organisations.
94. WMP utilise civil tools to protect victims and potential victims i.e. Forced Marriage Protection Orders (FMPO's). Where necessary, expert witnesses in FM and HBA have been used in court to assist the FMPO process to get the best outcome for the victim. Since March 2014, 20 FMPOs have been obtained by WMP to support victims, with 3 obtained in the last 12 months.
95. A national pilot commenced in July 2018 by the NPCC lead for FM/HBA/FGM to improve notification to the police when a court makes these types of orders. This provides the police the opportunity to implement appropriate safeguarding strategies to enable vulnerable persons to be protected as early as possible. The pilot will run nationally for six months, concluding in January 2019.

96. The HBA/FM tactical toolkit, FM/HBA aide memoire and WMP FM/HBA Karma Nirvana Risk Assessment Tool continue to be refreshed and disseminated through lessons learnt. WMP and CPS continue to collaborate on the joint national protocol on HBA/FM which is incorporated into training throughout WMP departments which includes student officers, investigators, senior leaders and contact staff. In the next 3 months, WMP will deliver bespoke workshops to both police and prosecutors to improve our collective response to investigating and prosecuting FM cases.
97. Further evidence of strong partnership work between WMP and other agencies is the Sharan Project, a national black and minority ethnic (BAME) specialist charity supporting women who have been, or are at risk of being disowned through abuse and persecution. Working with partners at Tesco, Job Centre Plus and Learn Direct, the Sharan Project asked WMP to help identify women from the Birmingham/Solihull and Walsall areas to undertake a 9 day/2 week customer service course where the candidates would receive a City & Guilds Entry Level 3 certificate in Introduction to Customer Services and would potentially be offered a permanent role at one of 3 participating locations. 16 unemployed women were selected and learnt new skills; gained NVQ level 2 certificates in customer services and 7 gained permanent positions.
98. As part of Operation Sentinel, WMP hold a regional annual FM event in July every year on the national day of remembrance for honor killing victims. 350 multiagency delegates attended 2018's event from across national forces, national partners and regional partners, where feedback was exceptional and pledges were made to improve working practices and to raise awareness.

Modern Slavery (MS) and Human Trafficking (HT)

99. DSU Nick Walton is the WMP SME for Modern Slavery/Human Trafficking (MS/HT) and is supported by the appointment of a dedicated co-ordinator, DS Lucy Bird.
100. Investigations for these crime types are held in Child Abuse Teams (PPU), Adult Rape and Serious Sexual Offences Teams (RASSO - PPU) and Force CID.
101. The SME continues to oversee training and awareness inputs to frontline staff. In the last 12 months, the online NCALT training package has been reinforced, together with the creation of a number of video boxes. The SME is now working alongside Learning and Development and other associated SME's (CSE, County Lines (CL) to bring together a one day awareness session for first responders. This will start to blend areas under the header of exploitation.
102. The last 12 months has seen further increases in the volume of Slavery/Trafficking victims being referred into the National Referral Mechanism (NRM). This has naturally led to an increase in investigations, with Labour Exploitation featuring as the highest volume. CSE and CL are also contributing towards the volume. There are currently 230 live Slavery/Trafficking investigations in existence which places us in the top three forces in the country.

103. Detection remains a challenge and outcome rates remain low. There are a number of investigations still progressing through the CJ process, one of which has utilised civil interventions (9 Trafficking Risk Orders) in controlling offending behaviour.
104. The majority of WMP investigations are linked to either CSE or Labour Exploitation. It is acknowledged that there is an intelligence gap in identifying victims within the adult sex work arena. In response, WMP and partners are piloting an approach to better understand on-line sex work within Coventry. Multi-agency visits are targeted towards potentially trafficked sex workers, with the emphasis on safeguarding and intelligence retrieval. Work is also underway to profile and identify victims who are subject to broader criminal exploitation (cannabis cultivation, forced begging, shop theft). To date, the majority of referrals/victims have been within the Birmingham and Sandwell Local Authority areas.
105. The West Midlands Anti-Slavery Network and the PPTC also report into the Strategic Board.
106. The NPCC/NCA have mandated monthly activity across all 43 forces and other aligned agencies (Immigration and Border Force). This takes place under the banner of Operation Aidant and is delivered as part of a broader WMP Intelligence Collection Plan.
107. WMP are linked into the National Joint Slavery Trafficking Assessment Centre (JSTAC) and aligned Insight Team, who are charged with understanding the threat picture, whilst disseminating effective practice such as standardised training.
108. WMP has an internal MS/HT Task and Finish approach, chaired by ACC Rachel Jones. DSU Walton also chairs an internal Operations Group and a multi-agency Strategic Slavery/Trafficking Partnership. The latter is accountable to the PVVP Board. The governance structure aims to examine and shape structures, strategies, policies and the approach to tackling issues associated with slavery/trafficking.
109. The Panel for the Protection of Trafficked Children (PPTC) is a multi-agency forum chaired by Barnardos. Representation includes Children's Services/UASC representatives from the seven West Midlands Local Authorities, Health, DWP, ROCU and WMP. It meets every six weeks in order to:
- Work collaboratively to promote awareness of child trafficking in the West Midlands especially in the area of identification of child trafficking,
 - Where appropriate share relevant information, in line with the agreed Information Sharing Protocol, about child trafficking identified in the West Midlands,
 - Consider the referrals made to Barnardo's National Counter Trafficking Support Line in respect of identifying the movement and exploitation type of victims of trafficking across and into the West Midlands,

- Take strategic action on the information received within the PPTC and across the organisations they represent,
- Consider other elements of law enforcement, social care, health etc. that might have an effect on child trafficking in the region e.g. UASC transfer scheme,
- There is also a tactical PPTC which meets in order to address operational concerns and progress work relating to specific cases.

110. In relation to trafficked children, an increased awareness of the NRM process has meant more placements with social services, usually outside the West Midlands and the transference of safeguarding responsibilities to relevant partners in neighbouring force areas. Similarly, our local partners inherit NRM referral Child PVOTs from other force areas.

111. Investigations are led by FCID for child trafficking/labour exploitation, with support from Child PPU around safeguarding. If there is familial or sexual exploitation within the offending, then investigations are led by Child PPU.

Hate Crime

112. As referred to in the corresponding '*Vulnerable Victims*' paper, WMP has recently revised their approach to Hate Crime and re-launched a revised Hate Crime Control Plan (HCCP) in June 2018 with four key strategic priorities:

- Close reporting gap by increasing confidence in victims and communities, and removing barriers to reporting
- Hate Crime victims and wider communities to be recognised as potentially vulnerable, and receive an excellent service
- Improve outcomes and satisfaction for victims of Hate Crime
- Work with partners to identify opportunities for early intervention and prevention of Hate Crime/hostility

113. To achieve these strategic priorities, each NPU and department has an identified officer as a Single Point of Contact (SPOC) who report to a Chief Inspector who holds them accountable against the delivery of the Hate Crime Control Plan.

114. The NPU leads are actively recruiting new Third Party Reporting Centres within their areas to encourage victims to come forward in a safe environment and report. There are currently in excess of 160 such centres.

115. In the 2016/17 reporting period, recorded hate crime and non-crime incidents for WMP totalled 4,758, which was a 10.47% increase on the previous year. This year whilst there was still an increase it was not as high as the previous year. 2017/18 shows 5,142 crime and non-crime incidents, 7.93% increase on 4764 the year before. It is believed that the increases are partly driven by the wider media coverage of high profile attacks such as the terrorist incidents in London and Manchester but also due to an increase in victim willingness to contact the police

and report. Despite the increase in reporting levels it is still believed that up to 80% of hate crime goes unreported. The issue is especially acute with regard to the disability and gender identity strands of hate crime, where up to 90% goes unreported.

116. Hate crime trends are routinely monitored by Force Intelligence and are readily available to staff. Analysis has shown that that levels of hate crime increase sharply following national events such as Brexit or terrorist attacks. These levels soon return to more 'normal' levels of reporting within a matter of weeks.
117. Previously partnership interaction was mostly victim centred but more recently partnership organisations have assisted with maximising key strategic links across statutory and third sector partners. This has strengthened the referral mechanism to identify potential and future hate crime offenders and subsequently build an intelligence picture for intervention at the earliest opportunity. The aforementioned is in addition to the valuable work done with existing offenders, like the probations service and other reform groups.
118. Work is ongoing to scope a range of methods for dealing with hate crime focussing on victim satisfaction and reducing rates of re-offending. This will include, but is not limited to, restorative justice and/or conditional cautions, with the emphasis on changing the mind-set and behaviour of offenders.
119. The force are also in the process of forming a collaboration with the University of Birmingham for undergraduate students to assist in establishing an evidence based approach to assessing the effectiveness of our various intervention methods.

Missing Persons/Migrant Children

120. West Midlands Police are currently working with partner agencies within Local Authorities for 'Unaccompanied Asylum Seeking Children' whereby the case management of this particular vulnerable group is being closely monitored through the Multi Agency Safeguarding Hub. The monitoring involves local strategy meetings with key partners whereby a formal plan of action is formulated. The strategy meetings can be as frequent as necessary.
121. With greater use of the NRM, missing/trafficked children particularly migrant children will be placed with social services outside of the West Midlands area. Similarly, migrant children from outside of the area will be placed here for safeguarding.
122. WMP have a dedicated 'Locate' team to trace and locate missing people. The force is currently trialling a dedicated 'Locate' officer embedded within the Local Authority MASH for the purpose of expanding partnership working in the area of vulnerable missing children. It is too early into this pilot to determine the impact.
123. As a result of these recent changes, there is now a greater 'Locate' footprint within regular strategy meetings relating to this particular vulnerable group. There are both

Missing Operational Groups (MOG's) and Children Missing Operational Groups (CMOG's), and both allow for partner agencies to discuss the aforementioned action plans.

124. As part of Op Sentinel, the force intend to review our approach to missing children and adults. The focus will address the National Police Chiefs Council (NPCC) strategic programme of work covering the 'four P's' - Prevention, Protection, Partnership and Prosecution, while working together to develop a more consistent approach, particularly in the early identification of victims, potential offenders and protecting vulnerable people by managing risk.

Current & Future Challenges

Force Management Statement

125. WMP has recently completed its first Force Management Statement which included a section dedicated to 'Protecting Vulnerable People'. The force graded this section as 'Red' due to concerns in terms of the forces ability to respond to vulnerability due to anticipated future demands likely to exceed the ability of resources committed to protecting the vulnerable, despite investment.

Force Demographics

126. WMP is the second largest force in England and Wales and subsequently has a number of characteristics that increase levels of potential vulnerability including a large population under 25 years old, high levels of deprivation², the second highest concentration of BAME communities of any county in the UK and high levels of unemployment. As a result of such demographics, the force experiences high levels of policing demand relating to vulnerability including domestic abuse, child abuse and modern slavery.
127. This needs to be considered alongside redesigned service provision of partner agencies in critical areas such as mental health, drug and alcohol addiction services, children services and adult social care. This reduction in capacity amongst partners across the West Midlands has also impacted on capacity inside of policing.

Demand and Complexity

128. Despite a reduction in WMP establishment and partner agency service provision, there has been the emergence of complex crime themes such as county lines, slavery and child sexual exploitation alongside increases in more traditional known crimes including Domestic Abuse and Child Abuse. The increasing ease of access to digital devices also presents emerging challenges to WMP's ambition to preemptively reduce threat, harm and risk by safeguarding vulnerable individuals, particularly minors, against emerging cyber-enabled crimes such as online stalking, harassment and online-grooming.

² 45.6% of the population live in the top 20% of England's deprived areas

129. This change in demand has increased the requirement for partnership working via mechanisms such as the MASH to respond to vulnerable victims of crime. This presents an on-going challenge for the force in terms of our ability to work with partners to respond, particularly when considering the complexity often associated with such crimes including cultural and language barriers and geography. An example of how the changing threat picture is impacting on how the force needs to adapt is for Slavery, which has now become core business for specific teams within FCID, subsequently changing their operating model.
130. As a result of the above challenges, WMP is continuously working both internally and externally to explore more effective and scalable approaches to the changing threat landscape including an increase in the PPU establishment³, investment in trained specialist officers, improved working practices, enhanced analysis and a multi-agency approach to all forms of vulnerability.
131. The 'Redesign Public Protection' project is also being designed around five interdependent functions that will provide the PPU with an improved way to manage a growing level of demand, including new and emerging threats. This will be delivered through the development of the following functions:
1. Enhanced Triage and dynamic assessment
 2. Hub based Investigations
 3. Complex Investigations
 4. Three hubbed 'Post Charge Investigation' teams, colocated with the Criminal Justice Case Management Unit
 5. Prevention, Intervention and Learning.
132. However, the FMS identifies that future partnership engagement is required around the development of a common 'risk' language/assessment and a review of data sharing processes in order to maximise the opportunities for vulnerable individuals to be identified. In response, WMP continues to work with the Office of the Police and Crime Commissioner (OPCC) and the newly formed Combined Authority to explore future opportunities to coordinate better data and data sharing policies and practices.
133. The rise in policing of vulnerability will not be wholly met through technological advances, employee awareness, tasking or streamlining of the Public Protection Unit. As a consequence, choices will need to be made regarding making further reductions in other areas of policing or the adoption of different approaches to the management of vulnerability.
134. The force cannot be certain it will be able to match future policing need in the area of vulnerability without success in reducing demand, changes to service levels or significant investment. However, the force is committed to continuous improvement

³ PPU establishment increased by 50 posts in 2017

and learning, along with working with other departments across WMP's operating model and partners to provide a better level of service to the vulnerable.

The Board is asked to:

- Note the report and the progress made in the area of Hidden Crime.

Author(s): WMP PPU Department