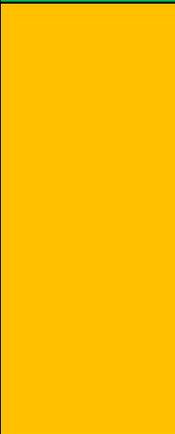
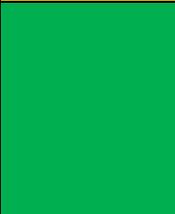


Action	Objective	Current Position	Key Theme	RAG Status
<p>Develop an investigative principle that understanding, recognising and responding to vulnerability is everyone's business, not just specialist units</p> <p><b>PRIORITY</b></p>	<p>To increase / develop an ethos of professional curiosity to better understand, recognise and respond to vulnerability</p>	<p>Increasing the effectiveness of PVP investigations is already an existing action within the force child protection, domestic violence and vulnerable adults action plans.</p> <p>Lancashire already has the safeguarding, investigation, prevention (SIP) mantra established within force. This is within all PVP policies and procedures. This has been driven by all leaders, especially those within investigation and areas of vulnerability. It was used to great effect to structure recent child protection key messages. Its effectiveness is evidenced with the MASH measures which show staff are increasingly identifying vulnerability and sharing this information to seek support.</p>	<p>Effective investigation &amp; outcomes</p>	
<p>Ensure staff are equipped to identify and manage risk, as well as support and safeguard those requiring it. In doing so, recognising that opportunities to identify and respond to early indicators of vulnerability apply equally for victims and perpetrators and that related training materials should reflect this</p> <p><b>PRIORITY</b></p>	<p>Working in partnership with other statutory and third sector agencies to reduce threat and risk to protect the vulnerable</p> <p>To ensure that vulnerability and opportunities to intervene is widely recognised and that we do not become too victim focused in this regard. [ e.g. Early recognition of perpetrator vulnerabilities and appropriate intervention can prevent escalation and subsequent further harm]</p>	<p>Increasing the ability of staff to identify and manage risk is already an existing action within the force child protection, domestic violence and vulnerable adult's action plans.</p> <p>The MASH measures are identifying increasing effectiveness of staff in identifying risk. Audits have identified further knowledge is required regarding criminal victim exploitation and all frontline staff are in the progress of receiving training on these areas.</p>	<p>Effective investigation &amp; outcomes</p>	
<p>Ensure that vulnerability forms part of the tasking and review process at a local, force and regional level using problem profiles, tactical &amp; strategic assessments in order to</p>	<p>1. To identify vulnerable people and related threat, risk and harm at an early stage</p> <p>2. To ensure that key threats are identified and (where possible) activity planned for and delivered to reduce such threats</p>	<p>Vulnerability is a standing agenda item on daily risk and threat BCU meetings. It is also a standing item on the FIM daily update and DRI end of tour reports. Monthly PVP meetings are in place in each BCU to capture thematic issues and tactical tasking exists to drive activity to combat operational vulnerability. Such</p>	<p>Protecting, supporting, safeguarding and managing risk</p>	

<p>effectively manage threat, risk and harm <b>PRIORITY</b></p>	<p>3. To have cognisance of and raise awareness of the identified regional and national threats and cross cutting themes</p>	<p>action is co-ordinated and controlled through local problem profiles and team briefings.</p> <p>In terms of 'local-national' the organisation has made a commitment for one third of its SOC resources to be ring fenced to tackle exploitation which is a key area of vulnerability. This also links into regional and national tasking groups which enable serious vulnerability offending to be addressed.</p>		
<p>Ensure that MASH staff (where implemented) fully understand the principles relating to vulnerability and 'professional curiosity' and that it is embedded within MASH processes <b>PRIORITY</b></p>	<p>To ensure that the principles relating to vulnerability and 'professional curiosity' are well embedded within MASH</p>	<p>MASH staff are extremely well trained in assessing and identifying factors of risk. This is supported by the high degree of conversion rates from referral to contact between the MASH and adult and child social services.</p>	<p>Protecting, supporting, safeguarding and managing risk</p>	
<p>Ensure sufficient training/procedures in place to recognise vulnerability at the earliest opportunity at first point of contact <b>PRIORITY</b></p>	<p>Whether from personal interactions with the public/staff or through the control centre forces must ensure that they recognise vulnerabilities at the earliest opportunity and take action on what they find.</p>	<p>Vulnerability training is provided to IPLDP. The child protection, domestic violence and vulnerable adult action plans all contain thematic vulnerability training plans. At present over 900 staff are receiving such training through the CP thematic plan. This is in addition to risk sensible and continuum of need training delivered to all staff within 2017. The capabilities board and training panel also have also captured the vulnerability training need for the forthcoming 2 years and this will be planned for in due course.</p>	<p>Protecting, supporting, safeguarding and managing risk</p>	
<p>Develop clear processes to ensure that 'the voice of vulnerable victims and witnesses' are heard <b>PRIORITY</b></p>	<p>To ensure that 'the voice of vulnerable victims and witnesses' are heard relating to service provision and victim / witness feedback [Making Justice Work]</p>	<p>Voice of the victim is already an existing action within the force child protection and domestic violence action plans. Areas of other vulnerability such as human trafficking are less mature in this area but are developing. Recent CP work has established this within the culture of Lancashire in both child protection and DV. This is evidenced by its presence during case audits.</p> <p>Further pilots are planned in 2018 to advance this including use of MOMO, an app based communication tool presently used by social services to capture voice</p>	<p>Protecting, supporting, safeguarding and managing risk</p>	

		<p>of the child; child interview simulation training aimed at increasing the skill of staff to capture disclosures and ABELS which is an intermediary system also used to increase disclosures from children.</p>		
<p>Acknowledging that mental health can impact across all forms of vulnerability. Forces to consider in their assessment of vulnerability as to whether indicators of MH are apparent and signpost / refer accordingly <b>PRIORITY</b></p>	<p>To ensure early consideration of existence of indicators of MH in order that early intervention can be put in place This should incorporate all persons that police come into contact with (i.e. victims / offenders / general public)</p>	<p>Indicators for all vulnerability areas including CP, DV, vulnerable adults and mental health have been implemented within the control room. This allows operators to record presence of vulnerability at incidents.</p> <p>All officers receive an input on Mental Health when joining the service and in December 2017 certain sections of the MHA 1983 were amended by the PACA 2017, which prompted further MH training for frontline staff who encounter vulnerable individuals with MH issues.</p> <p>Officers have at their disposal a number of MH helplines (accessed via Samsung) that they can signpost individuals to (victims/offenders/general public), 3rd sector organisations which vary by 'place', MH Teams to refer to and submission of a PVP report to highlight concerns to other agencies.</p> <p>If an officer considers that someone is vulnerable due to their MH or are unsure, within Lancashire constabulary they can utilise the MH Access Line which is a 24/7 telephone service, providing an officer with access to a Mental Health Practitioner who can offer advice, support and guidance when dealing with someone and access their MH records if known to MH services to provide additional information. This service can also act as a signposting/referrals mechanism for those suffering from MH.</p> <p>With regards to Police custody we have Liaison and Diversion Teams in all custody offices which provide access to Mental Health Practitioners who provide advice, support and guidance to custody staff and</p>	<p>Protecting, supporting, safeguarding and managing risk</p>	

		<p>assess persons brought into custody who are suspected of having MH issues.</p>		
<p>Have in place welfare policies and provision to support staff, recognising that they themselves can become vulnerable</p> <p><b>PRIORITY</b></p>	<p>To ensure that forces recognise the vulnerabilities of their own workforce and put in place robust measures to recognise and respond to these</p>	<p>Occupational Health, together with the force Psychologist are reviewing the mandatory counselling provision and have been working with specific high risk roles to improve the service to them such as online child abuse investigation teams. Such departments and their managers have given briefings to recognize the signs of stress and anxiety and this work continues. In addition, occupational health perform group debriefings following tragic incidents and are also working with Operational support units. There is a force attendance policy and one of the toolkits is the stress policy and this is being looked at with the work around humanizing HR policies.</p> <p>Our force psychologist is also an expert in trauma and we have trained all our therapists in EMDR. We are also planning MH training to be rolled out to our first line supervisors probably around September and then defusing training.</p>	Leadership	
<p>Work with PCC's with regard the wider vulnerability agenda in order that they can consider this in setting their priorities</p> <p><b>PRIORITY</b></p>	<p>To raise individual PCC awareness of the wider vulnerability agenda in order that they can consider supportive / preventative priorities / investment</p>	<p>Lancashire's PCCs Police and Crime plan has a specific strand dedicated to protecting victims and vulnerable people. The plan outlines the PCCs dedicated to;</p> <ul style="list-style-type: none"> <li>•Delivering Lancashire Victim Service to support victims and witnesses of crime</li> <li>•Promoting the co-ordinated commissioning of domestic abuse services across Lancashire and ensure victims know where to access help and support</li> <li>•Working with all agencies to ensure vulnerable children are protected from abuse and child sexual exploitation</li> <li>•Campaigning to raise awareness, challenge offending behaviour and encouraging people to seek support for all forms of crime or abuse</li> </ul>	Leadership	

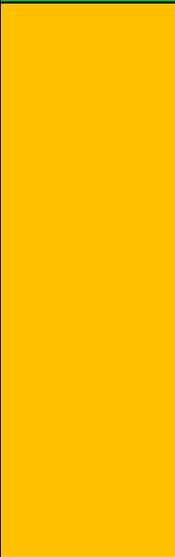
		<p>•Helping people before they reach crisis point to get the help and support they need to turn their lives around through early action and intervention</p> <p>Specific examples of this include the single victim support service which clearly demonstrates a commitment to support victims, especially the most vulnerable. Children are vulnerable victims by definition and this is reflected in the PCCs creation of NEST, the dedicated safeguarding and victim child support service. The PCC has also supported investment in PREVENT resources within online safety and counter terrorism.</p>		
Ensure that forces have strong governance procedures relating to vulnerability <b>PRIORITY</b>	To ensure that a strategic and operational governance structure exists to set objectives and monitor effectiveness	Vulnerability is a standing agenda item on daily force and division risk and threat meetings. It is also a standing item on the FIM daily update and DRI end of tour reports. Monthly PVP meetings are in place in each BCU to capture thematic issues.	Leadership	
Work with communities to make reporting easier <b>PRIORITY</b>	Ease of access, third sector reporting / gateways, access to services Recognition of the impact of reporting may have on a vulnerable person and what support mechanisms are in place	This is being addressed through the forces digital capabilities plan being led by ACO Martiin.	Protecting, supporting, safeguarding and managing risk	
Prioritise early evidence gathering in order to consider maximising the use of victimless prosecutions where appropriate to do so. This should go beyond the scope of child offences and victims of domestic abuse	Forces to work with CPS to optimise, where appropriate to do so, victimless prosecution opportunities in relation to all vulnerable victims. i.e.; gang related violence, recognising that victims may also be involved in criminality, which increases their reluctance to support police action	Lancashire constabulary has a long established culture of using victimless prosecutions to protect vulnerable people. Most recently the force was first organisation to achieve victimless prosecutions for offences of human trafficking and modern slavery, which have been recognised at a national level.	Effective investigation & outcomes	
Gather better intelligence and utilise this in targeting of vulnerable persons. Consider	To deploy intelligence analysts in line with threat, harm and risk with a consideration of the most	The 12 current Intelligence Analysts carry a thematic responsibility alongside supporting investigations and	Effective investigation & outcomes	

<p>utilising a broad range of covert options to investigate both crime and non-crime incidents</p>	<p>vulnerable. To consider the utilisation of covert options across a broad range of investigations relating to vulnerability</p>	<p>operations. The thematic include priority areas of, firearms Organised Crime Groups/Disorder, Modern Slavery, CSE and County Lines. Funding has also been agreed for a further Analyst post which will be sited within the FIB and have responsibility for Risk and Threat. This will include the scanning/research/analysis of current and emerging areas of risk and threat.</p>		
<p>Develop analytical capability and capacity to identify high risk areas of vulnerability to target intervention / prevention activity including identification of emerging threats such as Cyber. Work with partners to improve: - Problem profiles - Mapping of local service provision - Vulnerable locations / Hotspots relating to victim and offenders</p>	<ol style="list-style-type: none"> <li>1. Early intervention before criminality occurs</li> <li>2. Recognition that vulnerability to becoming involved in crime or a victim of crime can increase due to association, geography, school, family etc</li> <li>3. To enable agencies working in partnership to effectively target local contexts and problems and monitor shifting patterns</li> <li>4. To predict future risk and therefore enable a multi-agency approach to early intervention and prevention and where appropriate diversion and exit strategies for offenders</li> </ol>	<p>A number of knowledge products have recently been completed including a profile on CSE and assessment of Modern Day Slavery.</p> <p>Dashboards have been devised in respect of Modern Slavery and County Lines and national data requirements being fulfilled. Work is currently underway to identify the gaps in knowledge in respect of both Modern Slavery and County Lines.</p>	<p>Intelligence, Information, Data collection &amp; Management Information</p>	
<p>Work proactively with partners and local services to better assess and improve recording of data relating to risk and devise transparent data collection plans. [It is especially important to identify and record concerns about vulnerability as early as possible even when a criminal or social care threshold is not necessarily met]</p>	<ol style="list-style-type: none"> <li>1. To establish a strategic and focussed data collection strategy</li> <li>2. To ensure that there is an agency response to all forms of vulnerability (including when it does not meet a criminal threshold), thus improving earlier identification</li> <li>3. To ensure that data is routinely available: i.e. context, age and perpetrator for intervention, monitoring and analysis purposes and tasked effectively</li> <li>4. To improve the data quality for shared multi-agency intelligence</li> </ol>	<p>Lancashire constabulary has excellent information sharing arrangements in place through its multi-agency safeguarding hubs. Information is routinely shared through the forces PVP system. Staff use this system to document vulnerability, assess the identified risk and share this with partners to co-ordinate interventions. The MASH shares this information quickly and efficiently and has detailed measures to support this. The step down model within Lancashire also enables cases that do not meet thresholds to be passed to Lancashire constabularies early action teams to ensure lower risk is addressed in an effort to prevent escalation.</p> <p>The quality of the information shared is also good. This has improved in the past 6 months post the HMICFRS child protection inspection to such a degree that partners are now praising the percentage of information shared, its quality and the proportions that</p>	<p>Intelligence, Information, Data collection &amp; Management Information</p>	

		are taken through to full assessment. Furthermore, cases closed after assessment has also significantly decreased as a result of this work. All of this can be evidenced with detailed measures and data.		
Wherever possible and appropriate to do so, consider compatible systems that operate across forces / partners	This would ensure a commitment to partnership accessible products	Lancashire does not have any joint systems in place with partners. Instead, the organisation currently works upon a system of authorised access whereby staff from other agencies have access to each other's systems. However, the numbers of such agreements are limited and could be better. At present these are predominately held within local policing teams but work is underway to the operating system (liquid logic) of Lancashire county councils child and adult social services in the control room of the force. This is to enable call takers and frontline staff to have instant access to information help by partners to support their risk assessments, decision making and interventions.	Intelligence, Information, Data collection & Management Information	
Work closely with local authorities and partners to improve information and intelligence sharing relating to vulnerability as early as possible	To increase early cross agency awareness of vulnerable people, in order that the relevant lead agency can put in place an early intervention action plan, thus reducing risk of harm	Intelligence, specifically that relating to organised crime is shared via the GENGA multi-agency partnership. The Genga groups all vary in frequency as we have a total of 9 across Lancashire in each of the districts, these meet mostly monthly or bi-monthly  Attendees vary as some partners will only come if they need to discuss what is being referred (via PAM) but in summary the partners include; Local authorities (housing, licensing, enviro health, community safety, waste enforcement, revs and bens, ASB, fraud, Housing Associations, Police (various departments), BTP, Fire & Rescue, Health, Social Care Trading Standards, Probation, Regional partners will communicate via PAM – Home office (border force & immigration), GLLA, ISA, environment agency, DVSA, DVLA etc).	Intelligence, Information, Data collection & Management Information	

		Although GENGA essentially covers SOC as a whole due to the rise of vulnerability related crime there has inevitably been a switch to vulnerability of late especially within county lines and CCE.		
Forces to map in conjunction with the NPL what therapeutic service provision exist for victims, witnesses, suspects, vulnerable person or families. Having done so, communicate this and relevant referral processes to all staff. This should be subject to regular updates to ensure that it remains current	To improve awareness amongst police officers, staff and volunteers as to what therapeutic service provision exists and what it does in order that they can advise / signpost accordingly	The force has received funding from Lancashire's LSAB to fund the mapping of all services across the entirety of Lancashire. Once completed this will feed into existing training and L&D to disseminate to staff.  As earlier outlined, Lancashire now has a single victims services agency making the referral and support of victims significantly simpler. Through NEST, a dedicated single children's support agency also exists.	Early intervention & Prevention	
Develop clear pathways of support so that officers, staff and volunteers know what support is available and how to get it	To improve awareness amongst police officers, staff and volunteers as to what support provision exists and what it does in order that they can advise / signpost accordingly	There is further room for improvement in providing staff the information for offender therapeutic services. At present this is predominately facilitated by specialist offender management and RSO units in conjunction with probation services.  The aforementioned information is circulated to staff through training but also through the innovative use of Samsung apps on all frontline staff's devices. Such apps provide immediate links and contact details for services in their local area.	Early intervention & Prevention	
Undertake work with agencies such as the equalities commission, community leaders and IAGs to increase reporting of vulnerability	To encourage reporting amongst marginalised groups and thus provide early intervention and support	Community cohesion teams, link workers and prevent officers all work within each policing division. These are led by place based inspectors and together their role is to foster relationships with such parties as IAGs and community leaders. Furthermore, the work of these staff members is further supported by the work conducted by localised NHPT teams and PCSOs. All of the aforementioned increase the support provided to marginalised communities and in doing so increases their confidence within the organisation to report	Early intervention & Prevention	

		issues relating to vulnerability, particularly in aspects that are most likely to affect certain communities such as female genital mutilation and force marriages, modern slavery.		
Re-examine local management processes with a view to instil a supervisory approach at all levels that encourages debriefing / review to a mind-set of 'What did we do well' and 'How can we do better' approach as opposed to blame National and Regional Vulnerability groups should work together with the IPCC to promote the 'Just Culture' response to vulnerability	<p>At a local level, to encourage a culture of officers / staff exercising 'professional curiosity' and early identification of threat, risk and harm within an environment that allows staff to challenge their norms and do the right thing.</p> <p>At a National and Regional level create an environment which is reflective and promotes openness and organisational learning rather than blame</p>	<p>For Lancashire this is a known issue for development. The force has well established and well used practices in public order type incidents but the culture is under developed in areas of vulnerability.</p> <p>Existing debriefing practices are in place in areas such as human trafficking and modern slavery but these are not mandated and are used infrequently.</p> <p>At a regional level Lancashire chairs a number of vulnerability focused forums. These include the regional forces PVP strategic board, CSE and MFH strategic board, regional exploitation board and regional domestic violence boards. All of these forums have within them the culture of sharing learning and as such experiences from other forces both nationally and regionally are identified and shared within both strategic and tactical groups. This is then part of the development cycle for all staff engagement, training and learning and development.</p>	Leadership	
Senior leaders should develop recognition and reward for officers displaying positive performance relating to vulnerability NPL to consider options for national recognition of good work	This will reinforce the principle that vulnerability is a priority for the service and desire to recognise and respond positively and in a more caring fashion	<p>Since the thematic HMICFRS CP inspection the organisation has worked hard in this area. The culture now seeks to praise the behaviours it wants to encourage and vulnerability is a key aspect. This is now evidenced in significant increases of local, personal feedback to staff regarding vulnerability interventions through email and face to face contact with leaders. It is rewarded and recognised on divisional briefing pages and senior leaders now positively encourage staff nominations for formal awards for work within PVP areas.</p> <p>All of the above is evidenced and stored locally by each BCU.</p>	Leadership	

<p>Contribute to and support regional vulnerability meetings</p>	<p>To support regional governance and dissemination of good practice. To encourage regional collaboration where appropriate</p>	<p>At a regional level Lancashire chairs a number of vulnerability focused forums. These include the regional forces PVP strategic board, CSE and MFH strategic board, regional exploitation board and regional domestic violence boards.</p> <p>The force is also an active participant on other vulnerability related boards relating to rape, sudden infant death, human trafficking and modern slavery and mental health.</p>	<p>Leadership</p>	
<p>Develop a clear policy which recognises that officer norms will change from exposure to aspects of criminality/vulnerability and that these need to be re-set so that thresholds of acceptability are maintained</p>	<p>Redefine thresholds to better equip officers to recognise and respond to vulnerability. This could be through leadership</p>	<p>This is a challenge Lancashire is facing head on. Areas including CSE/CCE – county lines, human trafficking and missing from care are all areas that present cultural challenges in changing mind set and perspective.</p> <p>In an effort to achieve this Lancashire has invested funds in training all frontline staff on these exact issues. The objective of the training is to challenge perceptions by providing staff with the understanding and knowledge of why victims may respond differently to anticipated and how they can adapt their own behaviour to maximise the potential to improve communication and as such assist the vulnerable person.</p> <p>Staff have received inputs from a mixture of victims and specialists providing the above in respect of CSE/CCE and county lines and MFH to date.</p>	<p>Leadership</p>	
<p>All officers / staff to recognise that as ‘first responders’ to many incidents, that the police have an important role to play in the early identification of vulnerability, regardless of whether a crime has been committed or not</p>	<p>To ensure that officers / staff recognise their responsibilities with regard identification and opportunities for early intervention upon all public contact / engagement</p>	<p>Deputy Chief Constable Sunita Gamblin has made this clear in her video blog to the organisation in March 2018. This was watched by every member of staff.</p> <p>This message is also clearly articulated in key vulnerability messages delivered by senior managers to all staff.</p> <p>Furthermore, recent CP related vulnerability training to frontline staff builds on these key messages and</p>	<p>Learning &amp; Development</p>	

		<p>provides practical case studies and examples of how this can be achieved.</p> <p>All of the aforementioned can be evidenced within the PPU action plans.</p>		
All officers / staff /volunteers within posts that are virtual front line such as L&D, CCR & analytical roles / Intelligence to undertake specific vulnerability training	To ensure that other critical posts relevant to operational policing are subject to training to ensure that relevant staff understand the significance of the cultural change that the organisation is seeking to undertake and thus ensure that that is then reflected within their roles	<p>At present there has not been any activity carried out on vulnerability training for 'virtual' front line personnel and there is no plan to immediately do this within Lancashire.</p> <p>If a training product does need to be developed and delivered it would need to go to the Training Panel via a PNA (Performance Needs Analysis) for a decision to be made on future prioritisation.</p>	Learning & Development	
Recruitment process to show / test understanding of vulnerability for potential new employees entering the service	To have a workforce that value vulnerability from inception into the service	In 2015 a cohort of approximately 40 officers were recruited who had a specific background within areas of vulnerability. This has not occurred since that time and at present the force does not have specific recruitment processes that generically assess all potential employees on their understanding of vulnerability within any of its recruitment areas. However, if it is an Essential requirement of the role to have experience of dealing with vulnerability then this would be measured at the application form stage and also at the interview	Learning & Development	
Review current strategies, and materials to ensure that they reflect a focus upon early recognition and response to vulnerability		Lancashire has a dedicated vulnerability strategy that has been circulated to all staff within the organisation. Within PPU HQ, all strategies, policies and procedures are updated annually to ensure that vulnerability is threaded throughout and this can evidence in their review. Through the LSAB/LSCB function the organisation is held to account on ist delivery of vulnerability focused action and this includes an assessment of its working practices and policies. Furthermore, all training that is delivered to new recruits, detectives, transferees and bespoke training considers the indicators and triggers of early action and vulnerability. All staff have also received a specific vulnerability training input.	Comms	

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