

MODERN SLAVERY

Police Transformation



Programme Annual Report
to 31 March 2018

Shaun Sawyer, Chief Constable for Devon & Cornwall Police, and NPCC lead for Modern Slavery



Devon & Cornwall Police

It is a privilege to lead on behalf of the National Police Chiefs' Council (NPCC) the modern slavery and organised immigration crime portfolio, reporting to our Chair Chief Constable Sara Thornton CBE QBM.

This report outlines the progress delivered through the modern slavery police transformation programme during its first year of operational delivery. It highlights how the programme is supporting police forces and national partners to improve the way in which modern slavery is identified, understood, and investigated. Through these efforts, victims are better supported and more of their perpetrators are brought to justice.

The report demonstrates the significant increase in the number of modern slavery operations being led by the police. The number of live police operations has tripled since the Modern Slavery Act 2015 became law. In December 2015 there were 188 police operations and in February 2018 there were 568. Similarly our partners have radically increased their operational activity.

Simultaneously with delivering an increase in the number of modern slavery investigations taking place, the police transformation programme is also creating conditions through which these investigations can become more efficient and effective. The report demonstrates progress in the police service's and our partners' understanding about the nature of modern slavery, access to intelligence, training and guidance and an improved evidence base to support decision making.

This support is much needed. Identifying and investigating modern slavery is rarely clear cut.

Indeed, these cases are amongst the most complex I have encountered during a career that has included leading major serious and organised crime and counter terrorism investigations.

Whilst always serious, many modern slavery investigations uncover small networks that operate very differently from organised crime groups. Sustainable intervention requires a broad range of partners, with those beyond law enforcement playing a critical role in reducing the conditions of vulnerability that enable exploitation to flourish.

This report highlights how important it is to bring to this endeavour a range of different skills and to develop ever stronger partnerships. Much has been delivered at pace during the first year, in no small part through the expertise and dedication of the 70 staff working within the programme, alongside many more throughout police and partner agencies who are committed to eradicating slavery.

Mark Burns-Williamson, APCC lead for Human Trafficking and Modern Slavery



Office of the
**Police & Crime
Commissioner**
West Yorkshire

As the National Association of Police and Crime Commissioners (APCC) Lead for Human Trafficking and Modern Slavery and Chair of the National Anti-Trafficking and Modern Slavery Network (NATMSN), I am greatly encouraged by the significant progress made in the police response to modern slavery over the last 12 months and the work of the modern slavery police transformation programme to influence and support this achievement.

The role of the police and law enforcement is fundamental in the fight against modern slavery and the importance of a more consistent, cohesive and coordinated approach across the police service cannot be underestimated. In recent years, the national response to modern slavery has been significantly driven forward with the development and implementation of key levers to tackle this high priority threat, including the national programme, and it is pleasing to see there have been significant improvements in a relatively short space of time.

Police and crime commissioners (PCCs) are the elected voice of local communities in the delivery of policing and community safety, and we cannot underestimate the devastating impact human trafficking and modern slavery has on individuals and our communities. We can no longer say that 'it doesn't happen here' in our own local towns and cities. This serious and organised crime has no borders or jurisdictions and exists in each police force area. PCCs are the catalysts to encourage improvements and effective practice to embed responses to modern slavery within other existing frameworks; using our commissioning power and local leverage to encourage partner agencies to improve their own response.

This abuse and exploitation of adults and children is predominantly a hidden crime but it will exist often in plain sight. Some are providing 'services' in our local businesses, factories, construction sites, nail bars or car washes and others are forced to commit criminal activities and provide services in the sex industry for example. As long as there is a demand for cheap labour, goods and services, criminal gangs will exploit vulnerable human beings as commodities to meet the demand.

We all have a responsibility to take action and I am determined, with colleagues, to see all PCCs work together with their police forces, partner agencies and communities to tackle these vile crimes. I will continue my commitment in this area and help to drive forward our collective efforts regionally and nationally. I am pleased to see all the positive steps that have been taken to galvanise the police and partnership response and I look forward to the coming year as we go further together in seeking justice and protection for some of the most vulnerable people in our communities.

Alison Hernandez, PCC for Devon & Cornwall Police

Modern slavery is a dreadful crime that steals from vulnerable people years of their life. Protecting the vulnerable and putting victims first are priorities in my own police and crime plan for Devon and Cornwall and I am delighted that our Chief Constable, Shaun Sawyer, is leading a programme which seeks to understand and tackle an issue that is far more prevalent in our society than we might realise – with rising numbers of British victims and offenders being identified.

Modern slavery impacts our everyday lives in a number of ways. The programme adds to broader police and crime commissioners' initiatives which seek to ensure that communities are protected from the infiltration of serious and organised crime. Police and crime commissioners not only improve the police response, but bring together partners who can make a difference. Alongside providing ways for victims to get out of exploitation, this includes ensuring legitimate businesses can thrive and are not undermined by those engaged in slavery.

As the police and crime commissioner responsible for oversight of the way in which the police transformation grant is being used to enable police forces across the UK to improve their local response, I can see that the modern slavery police transformation unit (MSPTU) is already making a huge impact. I firmly believe that the programme helps to underpin the UK's goal of eradicating slavery globally, delivering a response that leads the world in an issue that affects so many people.



Alison Hernandez, Police and Crime Commissioner



Delivering the modern slavery police transformation programme

In November 2016, £8.5 million was awarded to national policing, delivered through Devon & Cornwall Police by the Police Transformation Fund Board with the support of the Home Secretary, chief constables and police and crime commissioners. This money is top-sliced from the overall policing budget. Within four months, Devon & Cornwall Police had established the teams described in this report, who went live in April 2017.

During 2016, the national policing modern slavery portfolio had identified a number of improvements that were necessary across the police service. These findings were reinforced by the subsequent Home Office review of the operation of the Modern Slavery Act. The design of the programme was directly influenced by these reviews, alongside gaps highlighted by key stakeholders, including the Independent Anti-Slavery Commissioner.

The grant is purposely invested beyond policing, in other law enforcement agencies where the enhanced functions the programme delivers have a direct benefit to the police service. The programme provides a bridge that facilitates ever closer multi-agency working,

supporting the collaborative effort across law enforcement to tackle modern slavery, described in the latter section of the report. The programme brings together more than 70 people with a range of specific skills in order to improve the police service response. They are employed across 18 different law enforcement organisations, and work from over 20 locations around England and Wales, and also in Europol.

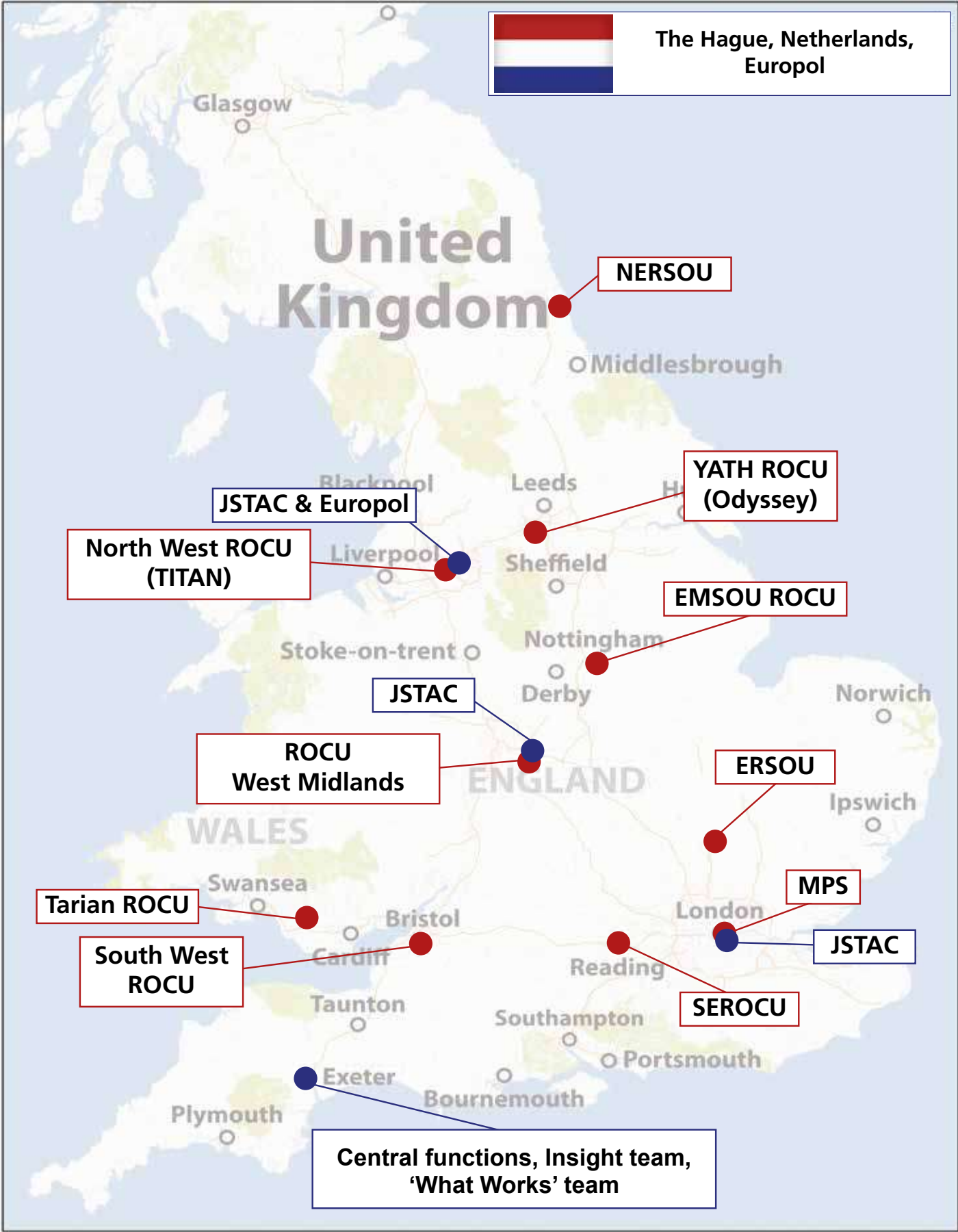


The programme is now midway through its operational delivery, and activity is now being mainstreamed in order to continue the forward momentum.

Considerable practical, legal, and infrastructure challenges have been overcome in order to deliver this diversified programme at pace, concurrent with delivering a significant uplift in police operational activity.

Clare Gollop, NPCC Modern Slavery Portfolio Programme Director

Modern Slavery Police Transformation Locations



The police service is leading more operations to tackle modern slavery than ever before

Police activity underpins a steep increase in the overall UK law enforcement response to modern slavery. The police service currently leads on 568 live modern slavery operations – 97.7% led by local forces and 2.3% led by police regional organised crime units (ROCU). Since the start of 2017, the number of modern slavery operations undertaken by the police service at any one time has tripled (rising from 188 in December 2016 to 568 in February 2018). Operational activity is taking place across all 10 policing regions. At the time of writing, the police service are seeking to identify and to protect at least 1,391 people who the police are concerned may be victims of modern slavery, from a total of 568 current police-led operations

Supporting effective coordination across agencies

National Policing Lead Chief Constable Shaun Sawyer chairs the National Modern Slavery Threat Group on behalf of the NCA, which brings together a range of law enforcement agencies in order to deliver a more effective response to the threat from modern slavery. The Threat Group has established a number of areas of work, many of which are delivered on behalf of all agencies through the teams put in place by the police transformation programme.

An example of this is the operational coordination group, chaired by Deputy Chief Constable David Lewis. Police regions, modern slavery police transformation unit, National Crime Agency, Gangmasters & Labour Abuse Authority, Border Force, Immigration Enforcement and Her Majesty’s Revenue and Customs regularly meet in order to deliver national initiatives such as the NCA led Project Aidant weeks of action. This group enables participating agencies to explore areas where their activities overlap, and ensures there is clarity about operational roles and responsibilities in relation to modern slavery. The MSPTU provides practical support, including data and analysis to focus the group’s collective activity on areas where the most impact can be made.

Supporting delivery of the UK Government modern slavery strategy

During the first phase of implementing the Strategy, the only data available to assist policy makers in understanding the scale and nature of the threat was the profile of people accessing support via the National Referral Mechanism (NRM).

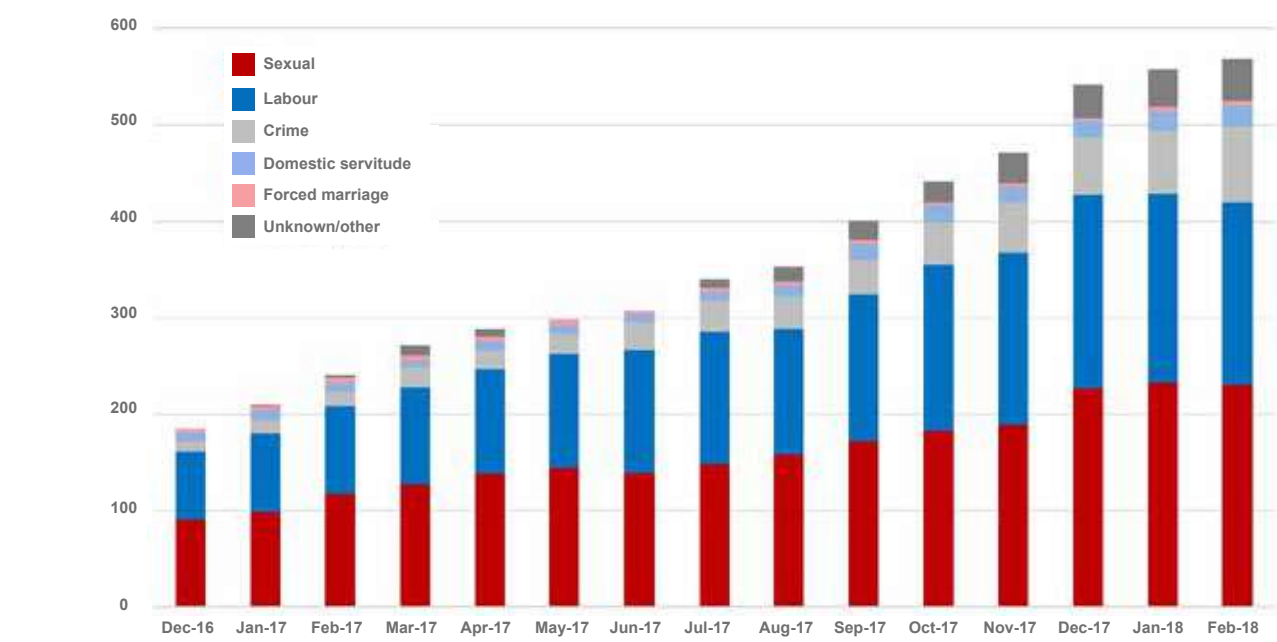
As chair of the threat group, Chief Constable Shaun Sawyer promoted the need for a greater understanding of the contexts in which modern slavery was occurring, and an understanding of performance in relation to these. He established a critical reference group (CRG) in 2015 to encourage efforts to improve data linked to modern slavery held by all law enforcement agencies. Driven jointly by the Home Office and by the NPCC portfolio, the CRG’s efforts provided a foundation for work now progressed through the cross-government implementation task force, to monitor and drive delivery against the UK Government’s modern slavery strategy.

Within the first month of the national modern slavery database going live, the insight team were able to demonstrate a difference between the profile of victims entering the NRM and those who were being identified within police operations as likely offenders. Within the first month of the national modern slavery operations database going live, the insight team were able to demonstrate a difference between the profile of victims entering the NRM and those who were being identified within police operations as likely offenders.

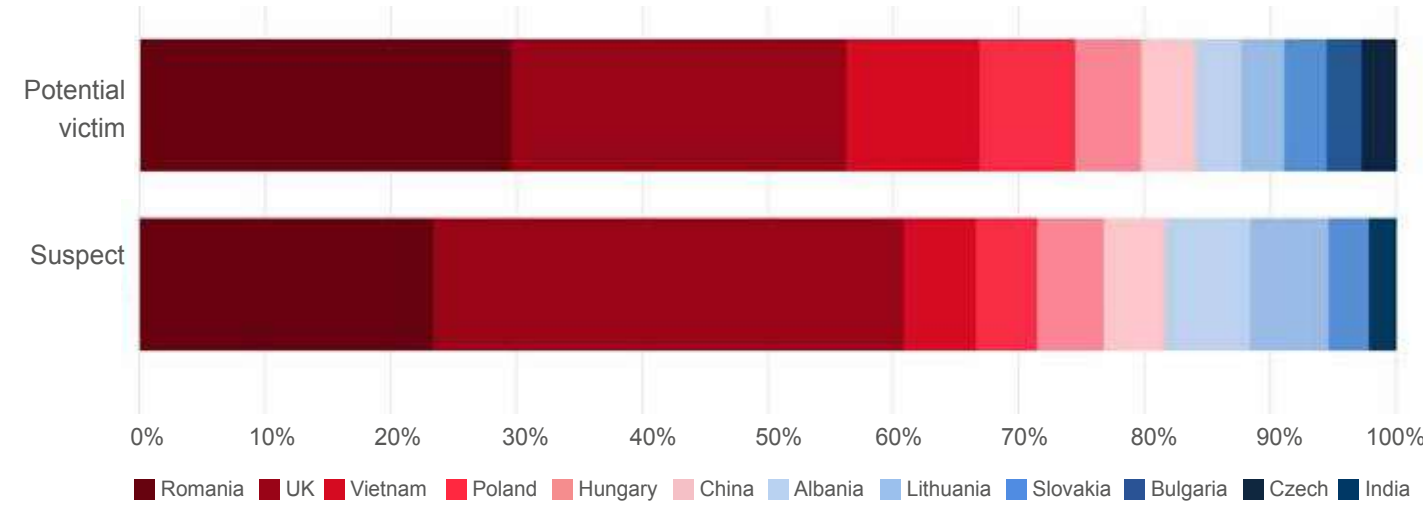
National modern slavery operations database

- In December 2016 the National Policing Portfolio began collating monthly data about police led modern slavery operations taking place across the country, following earlier data collection trials.
- Through the efforts of the MSPTU’s insight team and regional teams, this has developed into a rich dataset of contextual information, gathered systematically on a monthly basis.
- The database holds information about modern slavery operations taking place in every UK Force and ROCU (including Police Scotland and Police Service Northern Ireland), as well as those led by partner agencies.
- MSPTU teams use this evidence base to inform a range of strategic reports, to identify significant operations which require debriefing, and to design interventions.
- The data is also provided as a metric for the cross-government Implementation Task Force, the National Threat Group and the Operations Coordination Group
- The database now holds details of 1159 modern slavery operations, 568 of which are currently live.
- The Insight Team continue to develop ways to strengthen police data even further.

Primary exploitation type from national modern slavery operations database (February 2017 - February 2018)



A breakdown of potential victim and suspect nationalities in 2017 from national modern slavery operations database



A breakdown of exploitation types identified within the national modern slavery operations database (February 2018)



The modern slavery police transformation unit

The modern slavery police transformation unit (MSPTU) launched in April 2017, to provide dedicated specialist teams to support all 43 police forces in England and Wales, to transform the police response to modern slavery. The unit is designed to deliver improvements in the efficiency and the effectiveness of the police response, filling gaps identified by the National Policing Lead and summarised by Caroline Haughey (2016) who reviewed the operation of the Modern Slavery Act on behalf of the Home Office.

Tackling modern slavery effectively requires a broad range of skills. As such, the MSPTU includes 70 law enforcement specialists working in several inter-connected, multi-disciplinary and often multi-agency teams, coordinated through a senior management team. The pace of change within the UK’s cross-government modern slavery and wider policing landscape prompts continuous review of the most impactful contributions that the unit makes to disrupt this abhorrent crime.

From a standing start, the MSPTU has achieved significant progress in its first 12 months of operation,

delivering widely recognised improvements in the police responses as highlighted in this report.

Delivery during the first year

In the first 12 months, the MSPTU has focussed on: increasing the understanding of the nature of the threat from modern slavery to the UK; developing skills, knowledge and expertise across policing; and working directly with forces and with police and crime commissioners (PCCs) to improve the consistency of the response across the country.

The Europol team, joint slavery and trafficking analysis centre (JSTAC), insight team and regional analysts have collectively delivered analysis that informs operational and strategic activity at local, regional, national and international levels. Intelligence is now shared more effectively than before, both about specific cases and also more general information that increases our understanding of the way in which these crimes take place.

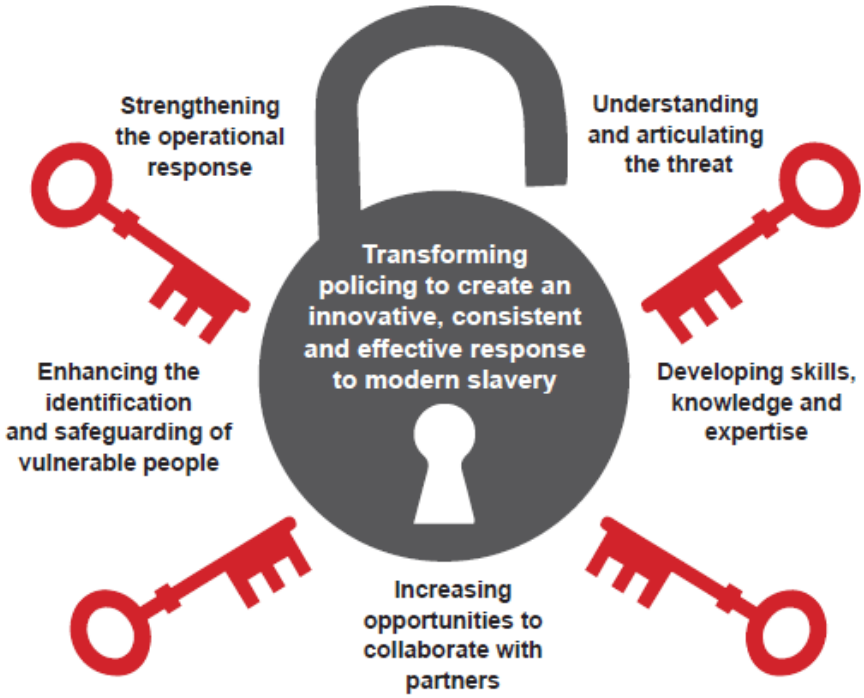
The what works team has worked with the College of Policing and the wider MSPTU to develop and deliver a range of training products and awareness raising

events. Investigators across the country can now draw from lessons learnt in other investigations, and make use of advice to help overcome common obstacles within modern slavery investigations.

Regional coordinators have helped forces to audit and to strengthen their local responses. Investigation standards have been raised through peer reviews and tactical advice. The national anti-trafficking and modern slavery network has helped PCCs to develop local and national prevention and victim support responses.

The national referral mechanism (NRM) triage team has supported the Home Office’s NRM reform programme, helping to design even stronger victim support and safeguarding responses. Work with forces to improve both crime recording and safeguarding referral processes has also taken place.

The MSPTU mission



Superintendent Jeremy Capey, unit commander
As unit commander, Superintendent Jeremy Capey oversees the delivery of the MSPTU and of the wider increase in operational activity within policing. He has been a police officer for over 20 years serving in a variety of roles, the last five dedicated to modern slavery. From 2013 to 2017 he was chief of staff to the national policing lead for modern slavery, during which time he worked closely with the Home Office in the development of the modern slavery strategy (2014) and the Modern Slavery Act 2015. He played a key role in setting the direction of the modern slavery police transformation programme. Jeremy joins the MSPTU from Devon & Cornwall Police.



Siân Bevan, head of insight and analysis
As head of insight and analysis, Siân Bevan is responsible for overseeing the analytical direction of the MSPTU, including the national insight team and the regional strategic analysts. Siân leads in the development of analysis products, facilitates closer working relationships with national teams and has developed the national modern slavery operational database. Siân has spent much of her career in analysis and strategic management and brings valuable experience to the MSPTU from her role as head of the national strategic intelligence team for counter terrorism, where she established the first national police counter terrorism analysis team. Siân joined the NPCC modern slavery portfolio in 2015 on part time attachment from Southern Wales regional organised crime unit (ROCU). Siân was the deputy chair of the threat groups critical reference group and helped to build the bid to the Police Transformation Fund, which funded the programme. Siân joins the MSPTU on secondment from South Wales Police.



Detective Chief Inspector Jennifer Bristow, head of operations and development
As MSPTU head of operations and development, Detective Chief Inspector Jenny Bristow is responsible for the what works team, the national referral mechanism triage team and the regional coordinators based in each of the ROCUs. Jenny leads in activities that identify, develop and promote best practice, and in uplifting forces’ strategic and tactical responses. Jenny brings to the MSPTU a strong background in crime investigation. As senior investigating officer on Operation Endeavour, Jenny secured convictions for gangmaster, money laundering and sham marriage offences through a multi-agency investigation into the exploitation of migrant workers in rural Cambridgeshire. Jenny was also senior investigating officer for Operation Mustily, a 2015 modern slavery investigation across seven police forces, and led a national multi-agency day of action which secured Cambridgeshire’s first ever conviction for human trafficking. Jenny was seconded to HMICFRS as an associate inspector to design and deliver the early 2017 modern slavery thematic inspection, before joining the MSPTU on secondment from Cambridgeshire Police.



Anthony Jefferson, head of joint slavery and trafficking analysis centre
As head of the Joint Slavery and Trafficking Analysis Centre (JSTAC), Anthony Jefferson oversees the development of JSTAC, liaising with stakeholders in order to ensure the team’s products make a positive impact. Anthony was instrumental in the original design of JSTAC and in gaining support from the various agencies embedded within the team. Initially joining as JSTAC’s lead analyst, Anthony oversaw the production of intelligence assessments on topics ranging from state-sanctioned slavery in North Korea, to the use of adult services websites by human traffickers. He has focussed on modern slavery intelligence for the past two years, prior to which he served in several roles in the National Crime Agency’s (NCA’s) intelligence directorate and as a staff officer. Anthony is a NCA officer posted to a role funded by the MSPTU.



Europol team

Modern slavery offenders operate a business model that exploits international as well as domestic opportunities to gain from the suffering of others. The MSPTU Europol Team was established in order to make this more difficult by improving the ways in which intelligence about modern slavery and human trafficking is shared between the UK and over 40 other countries who are part of Europol.

The team works with Europol's partner countries to generate new leads for police forces about harm taking place in the UK and to help coordinate proactive operations against slavery that stretch across the whole of Europe. By providing more staff to work within the NCA's Europol UK Liaison Bureau (UKLIB), the MSPTU are supporting police forces to access a wealth of intelligence from across Europe, as well as helping to deliver joint international investigations. The team has improved the training and guidance to help police investigators navigate complex multi-country inquiries, and enabled more people within policing to access Europol's intelligence systems.

The MSPTU Europol team includes:

- a seconded national expert (SNE) within Europol analysis project (AP) Phoenix, the specialist team supporting MSHT investigations.
- a researcher in the Europol national unit-UK (ENU-UK), the NCA gateway to Europol's intelligence systems.

Key developments:

- Dedicated support within Europol AP Phoenix and Europol national unit-UK
- Published guidance and good practice advice for UK law enforcement agencies, supporting investigators to access international law enforcement cooperation
- A regional coordination network actively signposting and supporting forces to access Europol and Eurojust services
- Increased access for forces to Europol's SIENA system through the regional analysts network
- Video masterclasses that support investigators in accessing Europol services
- Europol inputs to training courses, awareness raising activity and roadshows

Both posts have proved essential in order to manage the UK's steep increase in intelligence exchanges with international partners during 2017. Higher levels of operational activity across the police service and improved awareness of the services Europol provides mean that intelligence exchanges have more than doubled since 2015.

Caroline Denham
UK seconded national expert, Europol AP Phoenix

As a seconded national expert, Caroline works in the heart of Europol, reviewing investigations taking place across Europe on a daily basis, in order to identify connections to the UK. She supports officers in the UK to develop lines of inquiry with other countries, and guides investigators through the complexities of joint investigations.

As deputy head of the UK Liaison Bureau at Europol, Caroline led on international modern slavery and child sexual exploitation investigations, overseeing a 250% increase in related intelligence exchanges and supporting numerous high profile operations. Caroline has over 20 years' experience strengthening international law enforcement cooperation, including as head of international strategy and partnerships in Serious Organised Crime Agency (SOCA), setting up the UK Central Authority for the European Arrest Warrant and the Cross Border Surveillance Team (Schengen Article 40), and as a senior manager within the Interpol National Central Bureau. Caroline previously managed the ENU-UK and worked operationally to combat international drug trafficking as a then HM customs and excise officer.





In 2015, the UK initiated 145 queries with Europol about cases involving modern slavery and human trafficking; in 2017, this rose to 298.

Using Europol to access all available information
Europol provides quick time intelligence checks for investigators through the SIENA system, where over 750 competent authorities share information. The Europol team are working with the MSPTU to help make it easier for the police service to check details of modern slavery investigations against this system. Lead investigators are encouraged by the MSPTU's regional transformation teams to carry out Europol checks against all of their operations. MSPTU teams can also guide them through the process. Success stories are being shared, where these cases identify links to information held elsewhere that help the police to build the strongest possible cases for prosecution or disruption.

Developing investigations with international impact
The Europol team ensures that UK investigations benefit from the full range of analytical services and joint investigation activity offered by Europol. Once connections between investigations are made, the team works with all of the agencies involved to identify investigative leads and intelligence development opportunities.

The team also facilitates operational meetings funded by Europol at which investigators from different countries can meet, combine information about their respective cases and decide on a way forward together. The team helps identify opportunities to establish formal joint investigation teams (JITs) and support the police investigators throughout this process. The team works alongside Eurojust to develop the JITs, which can lead to evidence from the UK feeding into a prosecution process overseas and vice versa. The UK currently has more active JITs tackling modern slavery and human trafficking than ever before.

During 2017, 50% of all operational meetings facilitated by Europol about modern slavery and human trafficking were called in order to help develop UK investigations. The UK participated in nine operational meetings in 2016 and 26 in 2017.

The Europol team develops strong working relationships with international partners who have a shared interest in tackling modern slavery and human trafficking and support cross European days of action. They help coordinate activity that disrupt whole networks of offenders, with simultaneous proactive action by, and within, different countries. The team can provide practical cross-border assistance, e.g. facilitating investigators from one country working alongside investigators in another. This helps the police overcome challenges such as translation and contextual understanding, making it much easier to review material that has been seized and refocussing the actions of the operational teams as appropriate.

“Eradicating slavery is a global policing challenge that presents unprecedented demands on investigators in police forces across the country. Our Europol team opens the gateway for them to access a wealth of international checks.”
Chief Constable Shaun Sawyer

Insight team

Modern slavery offending is rarely contained within force or regional boundaries, often impacting several forces spread around the country who individually only hold part of the complete picture. The insight team supports the National Policing Lead to deliver a stronger response to modern slavery by building an evidence base that combines information from all 43 police forces with that of key law enforcement partners. The analysis produced describes the nature of the threat and the impact policing activity is having.

By developing robust and informative national thematic analysis, the team provides a foundation for stronger local and regional analysis, inspiring forces to seek out hidden harm. They assist national agencies to understand how the threat presents in different ways across the UK. They unlock ‘golden threads’ of intelligence by connecting agencies directly with investigators who have uncovered information about the way in which these offences take place.

Eight analysts and researchers from a wide range of academic, law enforcement and private sector backgrounds make up the MSPTU insight team which is hosted within Devon & Cornwall Police. The team’s fast developing subject matter expertise and fresh perspectives are helping to improve analysis of modern slavery.

More widely, the team supports force and regional analysts to develop robust analytical products, co-ordinating professional development activity and introducing new data sources. In turn, the expertise within the insight team helps seek solutions to emerging challenges and new trends being identified by forces undertaking modern slavery investigations.

“ Insight team products have helped to inform local, regional, and national decision making, increasing the effectiveness with which police and partners can pursue modern slavery offenders and prevent exploitation occurring. Chief Constable Shaun Sawyer

Increasing our understanding of the threat

The insight team produces thematic assessments that describe the context in which specific types of offending takes place. They identify intervention and prevention options and work through the priorities set by the National Policing Lead. Since September 2017, the team’s products have helped inform the planning of national proactive operations, enabling more targeted activity to take place.

The team works closely with the regional transformation teams, JSTAC and the what works team to analyse information from a wide range of sources, helping to ensure the most accurate depiction of the threat is available to inform every level within policing. They identify and evaluate new sources of information and intelligence and promote the most useful to forces, and are actively engaged with working groups seeking to develop responses to issues such as child sexual exploitation and county lines.

By developing a stronger understanding of the conditions of vulnerability through which victims are exploited, and the circumstances in which exploitation occurs, the team provides the National Policing Lead with new information. This insight influences the design of the police response and identifies how such exploitation is connected to tackling other types of crime and to wider policing challenges.

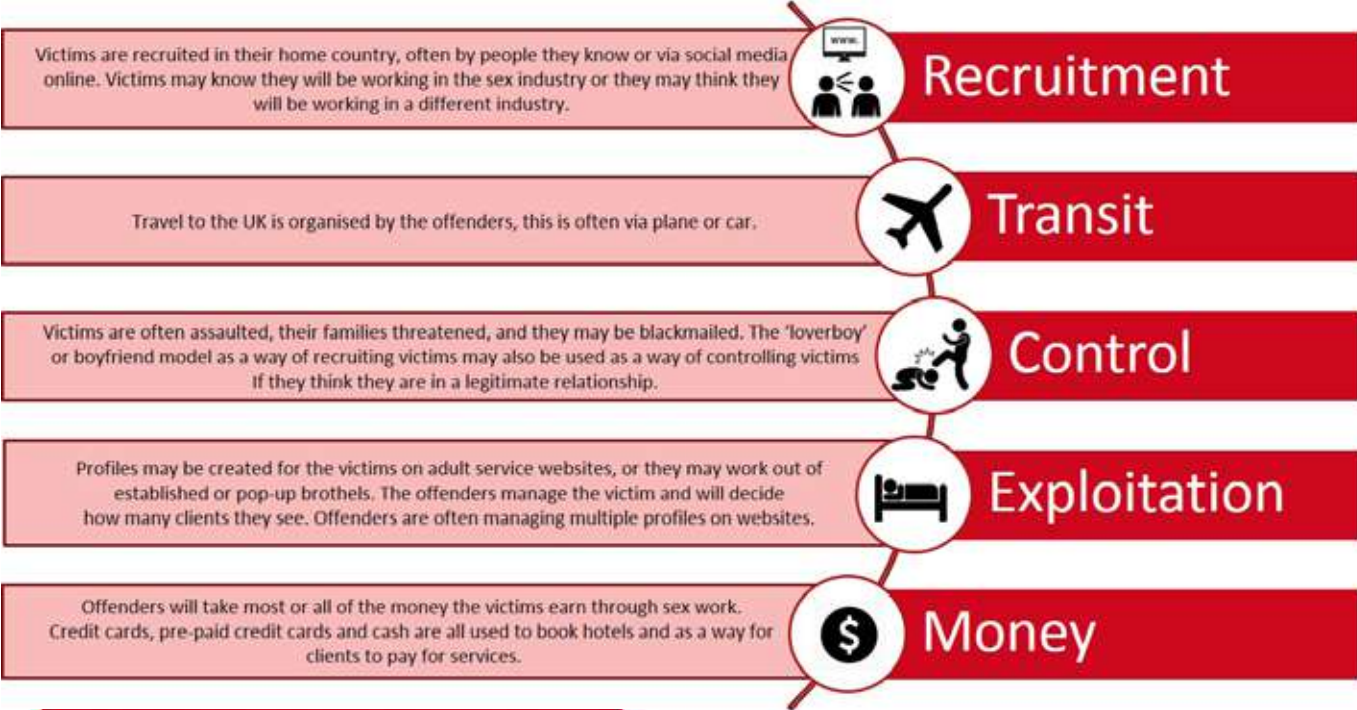
The analysis from the insight team reinforces the importance of increasing the extent to which non-law enforcement agencies are integrated into both prevention and pursue activities, by highlighting options for stronger multi-agency collaboration to tackle modern slavery.

The insight team develop thematic analysis to help the police understand:

- offender and victim identification, profiles and culture;
- methods of recruitment, coercion and control;
- transit routes and money flows;
- exploitation methods;
- good practice in disruption.

As the examples below show, this information helps the police and partners to design stronger intervention and prevention activity.

Sexual exploitation modus operandi (Romanian victims) - from MSPTU profile: Romanian offenders & victims, insight team, September 2017



“ In 2015, a handful of analysts across law enforcement agencies were focussed on modern slavery. The three MSPTU analytical teams are inspiring the growth of a vibrant community, connecting a network of police and partnership analysts across the country – each contributing valuable insight and incisive analysis. Clare Gollop, NPCC Modern Slavery Portfolio Director

Police information assists a wide range of agencies

The insight team's products inform NPCC and APCC led activity, the implementation task force and the national threat group. They are used by frontline staff and strategic leads within forces, police and crime commissioners, ROCUs, NCA, Europol, GLAA, Border Force, Immigration Enforcement, Home Office, Cabinet Office, Foreign & Commonwealth Office, British Embassies and IASC.

Improving police performance

The National Policing Lead is actively supporting wider cross-government efforts to deliver a stronger understanding of the whole system response to modern slavery. The provision of police operational data (see key developments box) in support of this is made possible through the insight team.

The insight team also assists forces to identify the most appropriate ways to understand their local performance against modern slavery by providing a model performance dataset.

Delivering against the national strategic intelligence requirements (NSIRs)

The NSIRs are identified by the NCA as the most important questions to be answered about modern slavery. The insight team helps focus the police service's attention on the NSIRs in order to identify information within investigations that can answer these questions. The team's products have helped develop our understanding of issues such as the role and status of alpha victims, poly-criminality within exploitation, recruiter and victim relationships, recruitment methods and targeted locations.

Jessica Trick, insight analyst



As a strategic analyst working within the insight team, Jess carries out analysis that helps senior leaders better understand the different types of slavery and exploitation. Working closely with police analysts tackling other issues such as child sexual exploitation and county lines, Jess brings together specialists from across law enforcement, non-government organisations and academics to develop new knowledge about modern slavery.

Through a M.Phil in gender studies along with experience volunteering supporting survivors of sexual assault, Jess brings to this role an understanding of how gender affects experiences of exploitation. She also holds a B.A in publishing media, and has helped the insight team to increase the visual impact of reports and briefings through the use of infographics. Jess was directly recruited by Devon & Cornwall Police in order to support the development of the MSPTU.

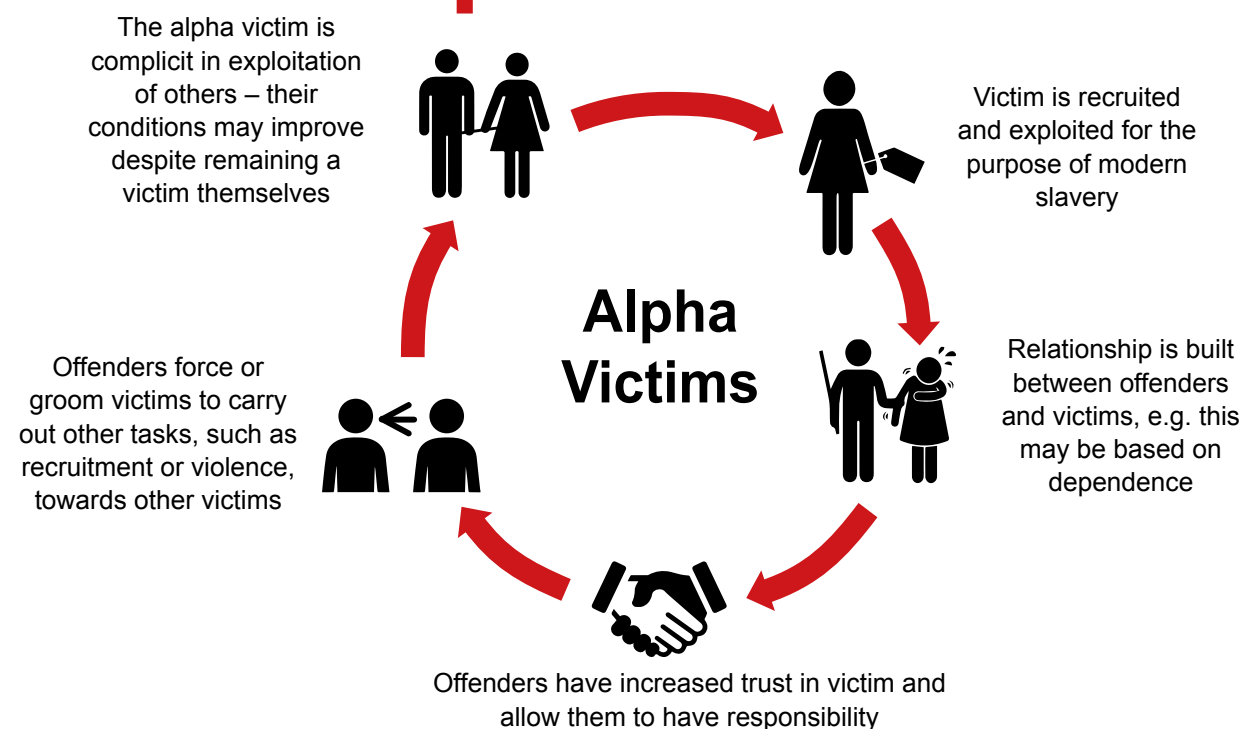
“The national conference has prompted us to think about our local threat differently.

Force analyst

Key developments

- A dedicated team of police strategic analysts, working at a national level, drawing information from all forces in England and Wales
- Insight team data has informed the implementation task force and supported the Home Office in its development of the typology of modern slavery
- 14 monthly overviews of trends within modern slavery operations. Combined with intelligence from forces, ROCUs, law enforcement and non-law enforcement agencies (including charities and academia) this provides a strong baseline to track the way in which the response is developing.
- 16 thematic reports and assessments, including:
 - The profile of victims and offenders from specific countries
 - Child victims of modern slavery and human trafficking
 - Exploitation within pop-up brothels
- Reviews of several national processes in order to inform change, including:
 - Modern slavery within serious organised crime local profiles, including advice and guidance for future authors
 - the duty to notify process
 - the Project Aidant intensification programme
- Performance metrics to assist the National Policing Lead to understand and respond to inconsistencies across the country. Support for forces in developing their own performance data.
- Support for a growing community of analysts across law enforcement dedicated to modern slavery, including hosting the first national modern slavery analysts conference.

Alpha victims



Joint slavery and trafficking analysis centre

Each of the key law enforcement agencies in the UK encounter modern slavery in different ways, yet a shared understanding of the threat is essential in order to systematically and sustainably eradicate slavery.

The joint slavery and trafficking analysis centre (JSTAC) was created in order to deliver a single, authoritative picture of the threat posed by modern slavery and human trafficking to the UK and its interests overseas.

The centre helps policing by increasing the targeting of preventative efforts upstream, before harm reaches the UK. JSTAC helps to shape the modern slavery strategic landscape by clearly articulating the threat, via intelligence assessments at a range of security classifications, to policy makers and law enforcement leadership in order to inform and guide the UK's response.

An innovative multi-agency response
Eleven experienced analysts from Border Force, Gangmasters and Labour Abuse Authority (GLAA) Immigration Enforcement, Her Majesty's Revenue and Customs (HMRC), National Crime Agency, and policing form the JSTAC. The Centre is funded by the police transformation programme and hosted within the NCA.

The design of the centre reflects the findings from a number of national security reviews, and incorporates best practice promoted by the cross-government professional heads of intelligence analysis. For example, each analyst monitors a geographic region for emerging issues, as well as reporting on a specific type of modern slavery. This model ensures broad coverage of the threat, whilst allowing the team to develop subject matter expertise.

Adult services websites

In 2017, JSTAC assessed that adult services websites were a key enabler to adult sexual exploitation in the UK, and would likely continue to be so for the next three years. This judgment informed law enforcement and policy efforts to mitigate the threat posed by exploitation enabled through these sites. Consequently, the centre was commissioned to produce a series of 'deep-dive' papers to identify the best means of response. They worked with the wider MSPTU and partners across government to consider the options available and review their implementation abroad. As a result, JSTAC successfully informed the approach that has since been adopted across government.

Developing new sources of intelligence
The main strength of the JSTAC model is the centre's ability to draw on embedded partners to access a wealth of classified and open sources.

In combination with the upward flow of intelligence to JSTAC from other teams within the MSPTU, JSTAC is able to draw upon unprecedented levels of intelligence about the modern slavery threat. For example, JSTAC uses the MSPTU's operational debriefs to gain deeper understanding of offender methodology, and rely heavily on the regional transformation teams and the insight team to help develop the local to national coverage of the threat.

“ JSTAC's work on adult services websites has informed law enforcement's response to this significant issue, guiding us in the approach we adopt to maximise operational opportunities whilst minimising the risk to victims. Their business model paper has reframed how we think about organised crime groups involved in MSHT, allowing us to identify crossovers with organised immigration crime upstream and capitalise on synergies between the two threats.

Will Kerr, director of vulnerabilities command

Key developments

- Dedicated assets from a range of law enforcement agencies working together to increase the understanding of the threat
- Delivery of bespoke analysis requested by the Cabinet Office, Home Office, the modern slavery threat group, NPCC and the NCA
- Quarterly threat updates
- A stronger annual strategic assessment
- Analytical assessments: 11 formal assessments, 10 shorter pieces of work, and a range of written briefings on different modern slavery issues, including specific issues such as organ harvesting, torture and branding of trafficking victims, trafficking routes in the Mediterranean, female genital mutilation, intelligence led country specific products
- Formal threat briefings to UK ministers, Five Eyes law enforcement agencies, and international partners from Africa, Asia and Europe
- Identification of new and emerging risks to the UK
- Assistance to guide law enforcement's engagement with partners internationally

Wider government also contributes openly and effectively to the centre's coverage of the threat. Immigration enforcement international and the NCA's international liaison officer network play a key role in helping JSTAC to understand sources and drivers of modern slavery overseas. JSTAC has developed strong relationships with the UK intelligence community, department for international development, defence intelligence, the Foreign and commonwealth office and the military. All these organisations are working together to enhance the UK's understanding of modern slavery.

“ In building JSTAC, together with the NCA and partners, we have broken new ground. No other threat areas outside of terrorism benefit from a focussed, collaborative multi-agency team dedicated to analysing a single serious issue at this level.

Chief Constable Shaun Sawyer

Arfie Mansfield, Border Force senior analyst, JSTAC



As JSTAC's lead for East and South East Asia, Arfie Mansfield monitors daily emerging information about modern slavery and human trafficking related issues in these regions and leads on related assessments. For example, Arfie recently completed a country profile on Vietnamese trafficking and this analysis also supports the work of other JSTAC analysts. Over the past six months Arfie has produced regular updates on the Rohingya crisis, which included monitoring the trafficking risk as the humanitarian situation developed and sharing his expertise on the subject with other parts of government.

Arfie brings to JSTAC access to Border Force intelligence, its analytical approaches and a network of contacts. Arfie also helps Border Force to benefit from JSTAC's activity, intelligence reach and analytical products. His background analysing threats linked to organised immigration crime and migration makes him a valuable addition to the team. The police transformation programme funds Arfie's secondment from Border Force into JSTAC.

National referral mechanism team

The national referral mechanism (NRM) is the framework used across England and Wales to provide support to victims of modern slavery. Through this process, victims receive practical support. Separately, the process also ensures a review takes place in order to identify if they are considered to be victims of modern slavery.

In October 2017, the Home Office announced the reform of the NRM process. As such new practical measures to support victims are under development and the way in which information is shared between agencies is being improved.

The National Policing Lead identified a number of opportunities for the police service to support the Home Office in delivering the reform. This includes opportunities to improve the way the existing process operates until the new NRM model is in place. The MSPTU NRM team is working on a series of projects in connection to these. The team is also helping police forces and police and crime commissioners prepare for the changes to the NRM system.

The MSPTU NRM team includes:

- A small central team, embedded within the MSPTU, who carry out strategic projects on behalf of the National Policing Lead. This team does

not deal with individual cases, which remain the responsibility of the two competent authorities (NCA and UK Visas and Immigration (UKVI)) and of individual police forces.

- A team embedded within Immigration Enforcement, who are improving the way in which information about NRM referrals is shared with the police by UKVI. UKVI officers often encounter potential victims during asylum and citizenship processes. In these circumstances the information available to begin a police investigation can be very limited, but the team are helping to improve this.
- A team embedded within the Metropolitan Police Service (MPS). The MPS receives information about more NRM referrals than any other force. Many of these referrals relate to modern slavery that occurred overseas, without any links to the UK. The team is helping identify processes to ensure information about these referrals is dealt with appropriately. In doing so, the team will free up operational resources in forces across England and Wales in order to focus on the victims at highest risk of ongoing harm. This work will also help ensure that the law enforcement agency best placed to intervene in slavery happening overseas is made aware, where it is safe to do so.

Collectively, the NRM team has already begun to make a significant impact on the way in which NRM referrals are made. The team has focussed on the following priorities over the past year.

Increasing police awareness of the existing NRM and duty to notify processes

Wherever possible, MSPTU work promotes the appropriate use of the existing NRM and duty to notify processes. As a result, all of the approved training includes the most up to date information about making referrals, and dealing with referrals once made. The team has developed processes so that forces, and individual officers get feedback to improve the quality of NRM referrals that they make.

Crime recording and NRM related processes

The NRM team has worked with the national crime registrar and with forces in order to increase clarity about crime recording processes where these begin with a NRM or duty to notify referral. The team provides advice to individual forces about the way in which these processes are managed locally, supporting the MSPTU to help forces complete local audits as a part of the national policing action plan. The team has supported a deep dive commissioned by the National Policing Lead

into the way the NRM and crime recording operate together. The results of the deep-dive are helping the police and wider government to identify improvements in this area.

Influencing the design of the digital NRM

The team is working closely with the Home Office to identify the most appropriate information to record at different stages within the NRM process. A range of police forces have been able to contribute experience about the best ways to obtain information from victims and to identify information that would support a police investigation to take place.

Informing the reform of wider victim support processes

The police refer a significant proportion of the total number of referrals into the NRM. Police investigators and victim liaison officers work closely with victims over a very long period of time and gain insight into their experiences within the process. Sometimes, victims choose not to enter the NRM, or encounter difficulties that fall outside of the NRM’s current remit. Police information about this is helping the Home Office to design a stronger victim support process.

Detective Sergeant Marie Daykin, deputy MSPTU NRM team manager

As a manager within the MSPTU NRM team, Marie supports the National Policing Lead by identifying opportunities for improvement to the existing NRM landscape, and participating on behalf of the police service in strategic activity to help shape the design of the future NRM. Most recently she has supported the redesign of the NRM form, using her experience as a police investigator and slavery safeguarding lead to ensure the most appropriate information is included.

Marie has 17 years’ experience as a police officer, with a focus since 2015 on modern slavery. She has helped to establish local partnership and strategic governance processes. Marie was a slavery safeguarding lead during early Home Office led-pilots of NRM reform, providing her with insight into NRM case management. As a deputy senior investigating on a complex modern slavery investigation, Marie managed a case during which 14 victims of modern slavery were recovered through effective local multi-agency collaboration. Marie joins the MSPTU from Devon & Cornwall Police.



Regional transformation teams

The responses to modern slavery across the 43 police forces in England and Wales are influenced by forces’ local infrastructure for serious and organised crime, safeguarding and wider partnership arrangements. The extent to which these reflect strong responses to modern slavery depends in part on the evidence base available to chief officers, police and crime commissioners, and partners’ senior leaders about the likely nature of the threat in their area.

The MSPTU regional transformation teams (including a coordinator and a strategic analyst) are located in each of the nine police regional organised crime units (ROCUs) and in London. The teams assist forces to improve their response to modern slavery, and work together to increase consistency in modern slavery investigative processes across the country. Each team supports the forces in their region to evaluate local responses to modern slavery and to identify opportunities for improvement. The regional transformation teams work together to improve intelligence sharing arrangements and develop the understanding of the threat.

Raising investigative standards

The modern slavery coordinators’ main purpose is to embed nationally recognised good practice and

investigative approaches within forces, in part by supporting peer reviews and audits. The teams support forces to access the training and knowledge products developed by the wider MSPTU. As subject matter experts they offer practical advice to investigators, sharing knowledge and best practice in the use of the Modern Slavery Act 2015 and wider powers.

Supporting forces to deliver the national policing modern slavery action plan

The regional transformation teams support senior officers responsible for regional and force responses to understand and meet the complex organisational challenges linked to modern slavery. They offer a continuous process of peer support to help forces to make progress in relation to the national policing modern slavery action plan. This plan assists forces to ensure their activity is in line with recognised good practice, HMICFRS recommendations and the policing components of the UK Government modern slavery strategy. A priority within this work has been to ensure forces understand national referral mechanism processes and linked crime recording rules.

Building powerful partnerships

Regional transformation teams are building partnerships capable of delivering a sustained and effective response to the threat. The #unlockingslavery

roadshows enabled the teams to share their work alongside that of their forces and local partners, in order to develop awareness and understanding. The teams help develop partnership governance and prevention activity, seeking out the organisations and agencies that can make the most difference based on the threat picture in their area.

Developing the understanding of the threat

The main purpose of the regional strategic analysts is to enable forces and regions to better understand the nature of modern slavery in their area. This has the added benefit of also helping to build the national picture of modern slavery. The intelligence assessments from analysts focus on developing understanding in areas highlighted by the NCA’s national strategic intelligence requirements. They help forces improve intelligence gathering collection activity, prompt regions to test assumptions and encourage the sharing of information between police and partners.

Improving the effectiveness of intervention activity

By developing an evidence base that describes how offenders target, recruit and exploit people in different contexts, the team’s thematic analysis enables the design of more informed strategies to tackle modern slavery. Working alongside experts in tackling other types of crime such as child sexual exploitation, missing people and serious and organised crime, the team make recommendations on ways for police and partner agencies to intervene to prevent modern slavery and wider exploitation.

Driving proactive activity

The regional transformation teams are increasing the police service’s understanding of the best ways to disrupt and dismantle modern slavery. The teams achieve this by improving the extent to which modern slavery is included in processes to tackle serious and organised crime and by helping to embed a systematic way of reporting disruption activity. The teams have also been integral to the on the ground delivery of national weeks of action, such as Project Aidant.

“ Having a network of people spread across the country focussed purely on improving the local response to modern slavery has been invaluable in increasing the effectiveness of partnership and prevention activity. Forces value their advice as critical friends and mentors. National teams and agencies rely heavily on the intelligence the regional transformation team’s push upwards to them. **Chief Constable Shaun Sawyer**

Key Developments

- Dedicated resources that provide tactical advice and strategic analysis at a regional level
- Regional assessments of modern slavery and human trafficking, capturing the knowledge in the region
- Strategic profiles about a range of topics including Romanian victims and offenders, child victims, and Western Balkans victims and offenders
- Force position summaries - peer support benchmarking against the national policing action plan, highlighting areas for greater focus and signposting good practice
- Reviews of multi-agency strategic governance and oversight arrangements
- Reviews of approaches to local partnerships linked to modern slavery and the modern slavery content within serious and organised crime local profiles
- Debriefs of investigations, supporting the evidence base developed by the wider MSPTU
- Identifying new sources of intelligence and contributing to local analysis
- Performance dashboard models to support forces to understand their local performance
- Prompting investigations to be checked against the Europol database
- Reviews of financial suspicious activity reports
- Reviews of local duty to notify and national referral mechanism processes

Benefits to forces

Regional teams offer expert advice and support to forces. They are kept updated about intelligence and operational developments and work directly with investigators, analysts and practitioners to ensure that best practice is adopted. The teams support forces to develop strong partnerships with organisations such as local authorities, business leaders, and charities.

Benefits regionally

Regional teams are now integral to regional policing structures such as regional tactical intelligence group and regional tactical tasking and coordination group meetings. They support regional and force leaders to understand their local threat and to develop a coordinated response. The teams understanding of the national strategic picture alongside the local operational landscape makes them well placed to advise regions how best to improve.

Benefits nationally

Regional teams help to develop the evidence base through which policing can influence wider reform, by offering a route for the National Policing Lead and other agencies to connect with forces, supporting the implementation of the UK Government modern slavery strategy. In developing local and regional information sharing processes, the teams support the NCA’s drive to increase the UK’s intelligence response.

Case Study: The impact of a regional transformation team – West Midlands

Both Richard and Jason are employed by the ROCU host force, West Midlands Police, in positions that are funded through the MSPTU.



Richard Davies
regional strategic analyst



Jason Grove
regional coordinator

Since joining the team, Regional Strategic Analyst Richard Davies has produced a number of well-regarded reports and developed effective working relationships with partner agencies and non-government organisations. He also mentors several other analysts within the MSPTU.

Regional Coordinator Jason Grove uses his previous experience as GAIN coordinator to promote greater partnership working and to highlight the importance of intelligence and analysis in shaping police and partners' response to modern slavery.

Like their peers in other regions, Jason and Richard encourage closer working relationships between forces, NGOs and local authorities. They have restarted the regional modern slavery strategic governance group, bringing together the agencies best placed to tackle the threat together.

Through his contacts, Jason coordinates multi-agency responses to support operations and provides advice to senior investigating officers and frontline officers. His involvement ensures that best practice is shared, while Richard's strategic work has identified that different agencies are observing the same trends. Together, Richard and Jason have increased regional intelligence sharing and crime recording, and improved the local

understanding of modern slavery. They have also helped forces in their region to prevent and disrupt modern slavery from taking root in their communities.

As a team, Richard and Jason reduce the demand on forces by testing and evaluating new approaches, developing intelligence collection plans and performance recording. They ensure forces are able to use their operational resources effectively whilst still satisfying national taskings or data requests.

In improving the strategic response, Richard and Jason also identify information which can assist with or lead to modern slavery operations:

- Engagement with the Department for Work and Pensions (DWP) identified that an organised crime group heavily involved in modern slavery and social welfare was active in the region. Once raised with relevant authorities new lines of investigation began and opportunities were identified for Border Force to assist in disrupting the organised crime group.
- An interview with a local authority highlighted a family suspected of forcing their children into modern slavery. Research identified a pattern of low level crime, sexual abuse and drug abuse involving the children. Checks with DWP identified possible benefit fraud and links to a prolific human trafficker. Information was shared with West Midlands Police who are now investigating with support from partner agencies.

“ Jason and Richard are an absolute godsend. They really help us as force-level coordinators, to raise our service levels and to progress innovation in this challenging new area of business. Thanks so much, guys - I couldn't do what I do without you!

Sergeant K Dhindsa
WMP Modern Slavery SPoC

Unlocking slavery events

During 2018 the MSPTU has run a series of events under the #unlockingslavery banner, sharing good practice developed during the first year of the transformation programme. These events enabled the MSPTU and partners to share practical ways to improve the response to modern slavery with a large audience of staff and officers, in a range of important roles. Feedback for all events has been resoundingly positive.

Strategic engagement

All chief constables and police and crime commissioners have been invited to events hosted by Chief Constable Shaun Sawyer and PCC Mark Burns-Williamson, providing an understanding of the strategic landscape and outlining the opportunities for policing to deliver a stronger response to the prevention, disruption and investigation of modern slavery offences, and to improve support for victims.

Since 2015, the NPCC modern slavery portfolio has supported a network of force and regional strategic and tactical leads. Around 200 people attended the launch of the MSPTU in April 2017, and an annual SPOC conference is taking place this year.

Analyst conference

The MSPTU hosted the first national modern slavery analyst conference to raise awareness amongst analysts working within UK forces, law enforcement agencies and partners such as local councils. The three MSPTU analytical teams hosted the event, sharing their work and that of the wider MSPTU teams, along with expert speakers from Department of Work and Pensions, a psychologist, and Barnados. Sessions provided inputs on the victims' perspective, the modern slavery business model, child victims of slavery, examples of good practice and lessons learnt.

Roadshows

These tactical level events provided practical tips for frontline officers undertaking initial investigative actions in response to modern slavery, sharing a range of best practice to demystify this complex area of policing. Events brought together national and regional perspectives with local case studies, presentations from NGOs about victim engagement and delivery from the MSPTU.

“ Today has been very informative - I feel more prepared to deal with modern slavery should I be asked to support an operation or provide a strategic product.

Criminal intelligence analyst



What works team

Modern slavery investigations are recognised as being amongst the most complex cases investigators handle. They require an approach that blends tactics from serious and organised crime investigations with techniques developed through victim support and public protection units.

The what works team is developing a clear route to continuous improvement by ensuring modern slavery police investigations are debriefed and lessons are shared across forces in order to inform and improve future policing activity. Investigators and strategic leads can now draw on a robust evidence base to inform decision making in efforts to tackle modern slavery. A range of nationally accredited training courses and awareness raising products are now available to all forces thereby increasing the consistency of the police response.

Risk and prevention orders

Working alongside the Home Office modern slavery unit, the what works team reviewed investigations where slavery and trafficking risk and prevention orders had been applied for and engaged with a range of stakeholders to identify more opportunities for their use. The team published a practical guide to assist frontline officers and developed a reference library of successfully obtained orders (available to law enforcement via POLKA).

The what works team includes eight specialists in areas such as ports and maritime, financial investigation, safeguarding, victim advocacy and cyber and online activity, who work together to develop good practice in identifying, investigating and prosecuting modern slavery. They work alongside a training team of four who help to deliver key learning in a range of ways.

Building organisational memory and developing stronger policy

The team champions innovation within police forces but seeks to reduce the duplication of individual, non-expert officers struggling with resolving complex challenges. They work closely with the College of Policing to develop authorised professional practice (APP), guidance and shared information.

Good practice is identified in a consistent way across forces and built into organisational memory. For example, a bank of lessons learnt is accessible to investigators via POLKA, the College of Policing's secure online community.

“ There is a shared appetite across the police service to improve the way in which these complex investigations are conducted. The what works team provide an evidence based framework for the service to evolve; a roadmap that helps inform improvement. Chief Constable Shaun Sawyer

Detective Constable David Fortey, ports and maritime specialist

Detective Constable Dave Fortey brings extensive experience to his role in the MSPTU. He supports investigators all over the country whose modern slavery investigations involve ports or border movements, particularly in the use of the maritime powers under the Modern Slavery Act 2015. Combining nine years in the Royal Navy with 24 years in policing, primarily in CID and Special Branch, Dave has worked extensively with the security services in maritime espionage and counter proliferation activity. He developed national risk assessment tools for commercial shipping, and pioneered engagement with foreign nationals on board vessels.

In his current role, Dave has been examining intelligence sharing between police and other agencies at UK borders to ensure victims are identified and exploitation is investigated. He has assisted the NCA and the Home Office regarding complexities in the interpretation of the Modern Slavery Act in relation to maritime aspects, built networks of stakeholders to support victims in the maritime environment and has worked with police forces to support live operations. As part of the what works team, Dave is involved in debriefing historic investigations and in developing investigative guidance for officers. Dave joins the MSPTU from Devon & Cornwall Police.



Identifying good practice and lessons learnt

Investigations carried out since the Modern Slavery Act 2015 are beginning to be tested in the court room. The outcome of these will provide a stronger understanding of the evidence needed to secure convictions. With the support of the insight team and the regional transformation teams, the what works team has developed structured approaches to debriefing investigations. Alongside encouraging forces to debrief modern slavery investigations, the team facilitate the debriefing of investigations where extensive relevant learning is identified, or where the investigation could contribute extensively towards the national strategic intelligence requirements.

The what works team has already debriefed complex investigations covering forced labour in nail bars, agriculture and the construction industry, sexual exploitation, domestic servitude, and criminal exploitation. Some of these involved organised crime groups. A schedule of debriefing activity continues next year. When challenging issues are identified through debriefs or by requests for help from officers, the MSPTU seeks to identify solutions. As part of this they are developing networks inside and outside of the police service to connect investigators with each other, and with external specialists in order to improve outcomes for victims.

Detective Constable Polly Marsh, victim advocacy and safeguarding specialist

As one of two victim advocacy and safeguarding specialists, Detective Constable Polly Marsh is using her experiences as a detective specialising in child abuse investigations, in combination with roles as a family liaison officer, to improve the way police engage with modern slavery victims.

Polly has been a police officer for six years, having previously served as a special constable. She has experience interviewing vulnerable victims and in successfully investigating a number of serious sexual offences involving traumatised, highly vulnerable victims from hard to reach communities.

In her current role, Polly has developed guidance for frontline officers about safeguarding child victims of modern slavery, and has debriefed a number of complex investigations. She is currently developing, and sharing with partners, the MSPTU's understanding of sexual exploitation of children for profit. Polly joins the MSPTU on secondment from Thames Valley Police.



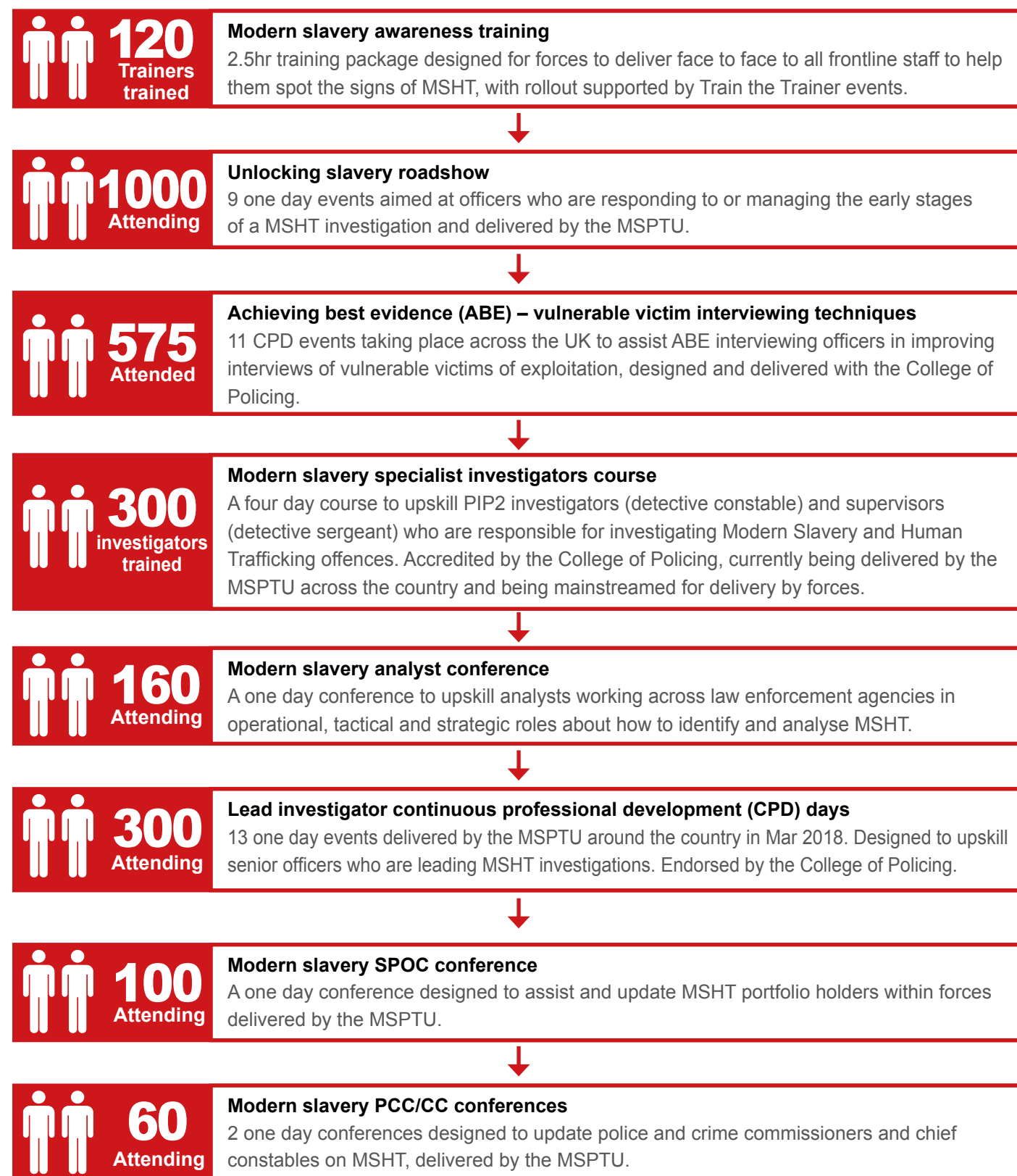
Key developments

- 100 investigations reviewed using HMICFRS methodology to identify local good practice
- A strong and consistent debriefing methodology
- Debriefing of complex investigations, with a resulting shared report (where forces agree)
- A lessons learnt database, published on POLKA
- A quarterly summary report highlighting all lessons learnt
- A library of risk and prevention orders
- Guidance and practice advice including updated Approved policing practice (APP)
- A programme of training and awareness activity (see overleaf)



Training and awareness raising

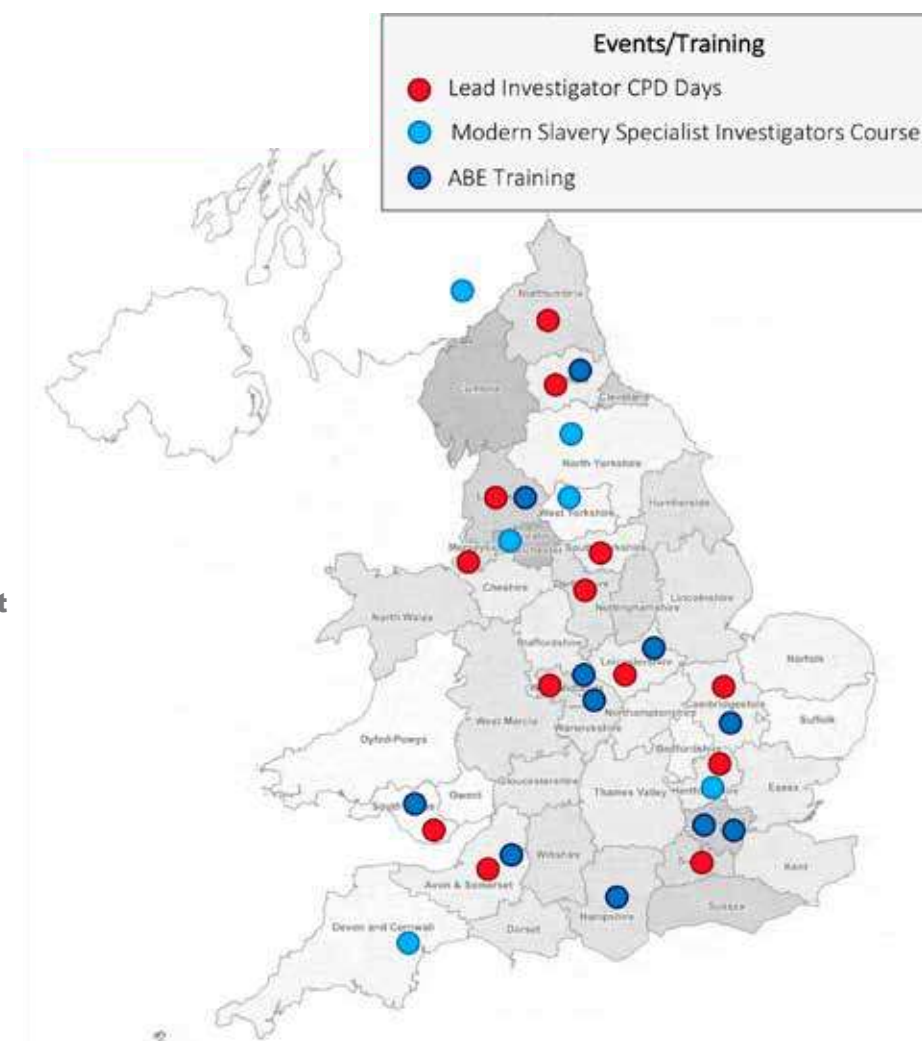
The training coordinators within the what works team ensure the latest understanding about modern slavery informs training activity across the police service. The team has developed a range of specialist training courses and awareness raising products, accredited by the College of Policing. Many of these are accessible at the point of need from the College's online system, but the MSPTU has also run an extensive delivery programme. Over the year hundreds of people, from frontline staff to executive leads from all 43 forces, have received updated role-specific, victim-focussed training aimed at improving the identification and investigation of modern slavery.



Supporting forces through peer audits of police investigations

The MSPTU has worked with 10 forces to identify opportunities for these forces to improve the way in which they conduct modern slavery investigations, by completing 'deep dives' replicating the approach taken during the HMICFRS thematic inspection fieldwork at the start of 2017. A senior investigator experienced in both modern slavery and inspection methodology, supported by the MSPTU regional coordinators reviewed investigations in each force with the case officers involved. Forces received detailed confidential feedback. Key findings are anonymised and used to assist police leadership to identify strategic opportunities for improvement. A hundred investigations have been reviewed in this way, with more forces able to access this support during the coming year.

“ I thoroughly enjoyed the course and was able to put the lessons into practice during a modern slavery job yesterday. **Feedback from specialist investigators course** ”



DC Tiffany Macedo-Dine, training coordinator

As a training coordinator, Detective Constable Tiffany Macedo-Dine designs and delivers a comprehensive programme of learning activity with multiple events taking place every week. She works closely with all of the MSPTU teams, external consultants and the College of Policing. The MSPTU's conferences, training courses, awareness raising events and online training material directly influence investigators, analysts and the wider police family to improve their response to modern slavery.

Tiffany has 20 years' experience in policing, including roles in neighbourhood policing, special branch, CID and public protection alongside business change and training functions. Amongst other projects, she has implemented new risk assessment processes for domestic abuse and pioneered online training for new recruits. Tiffany joins the MSPTU from Devon & Cornwall Police.



National Anti-Trafficking and Modern Slavery Network

NATMSN

National Anti-Trafficking
and Modern Slavery Network

Police and crime commissioners (PCCs) have a critical role to play in eradicating modern slavery and wider exploitation by influencing the police response and in brokering powerful prevention focused partnerships. This includes strengthening victim support arrangements and identifying pathways for victims out of exploitation.

In January 2016, Mark Burns-Williamson, the PCC for West Yorkshire and the Association of Police and Crime Commissioners (APCC) national lead for modern slavery and human trafficking, launched the National Anti-Trafficking and Modern Slavery Network (NATMSN). PCCs within the network championed the development of the MSPTU, which now provides the network with a coordinator and activity that supports PCCs in their roles.

A forum to support police and crime commissioners
NATMSN brings together PCCs from across the country to focus on issues relating to modern slavery and human trafficking. It supports PCCs to increase their understanding of this complex area for policing, enabling them to influence the way in which police and partnership responses develop locally.

The network meets five times a year (coinciding with the APCC general meetings), providing an opportunity for PCCs to engage with the independent anti-slavery

commissioner, the NPCC lead, the MSPTU and the Home Office, and a forum through which PCCs can receive strategic briefings and provide feedback on national proposals.

To date the network has also been briefed by police forces, HMICFRS, NCA, GLAA, Human Trafficking Foundation, Modern Slavery Helpline, Europol, the Santa Marta Group and local government association. Over half of all PCCs or their representatives regularly attend the network, sharing good practice from across the country. A quarterly newsletter updates all PCCs about the network's activity.

The network provides a range of support to all PCCs, including:

- Identifying and developing best practice,
- Highlighting trends and patterns,
- Encouraging a victim focussed approach and good practice in victim care,
- Encouraging the development of intelligence and information sharing protocols,
- Developing prevention strategies,
- Support to influence the local delivery of the national policing modern slavery action plan.

PCCs have supported and influenced the development of the MSPTU

The most significant development through the network to date has been the modern slavery police transformation programme. PCCs were one of many stakeholders consulted by the NPCC lead during the design of the programme and strongly influenced the inclusion of provisions to develop victim advocacy and policy. The APCC lead was keen to ensure the programme would also strengthen links to regional and local partnership networks. As a result, the NATMSN coordinator role was extended through the programme. The coordinator is closely integrated within all of the MSPTU teams and is focussed on increasing PCC activity, engagement and support in the anti-slavery effort.

33 PCCs have accessed this funding to date, delivering a range of activities in collaboration with frontline agencies, faith groups, the business sector, homelessness sector and members of the public.

Wiltshire Community Safety Partnership used their grant to host a multi-agency learning event focussed on the changing face of vulnerability in the county. A series of sessions led by survivors and professionals led to workshops (pictured below) involving 120 delegates from local authorities, CSPs, law enforcement, public health, schools, colleges, Probation Service and HM Courts and Tribunals service. This work will inform the development of their partnership strategies.

Investment in local partnership approaches

Through the network, the MSPTU has released grants of up to £1,000 to each PCC to work with the regional transformation teams and their force leads to strengthen the growth of local partnerships. These projects aim to support closer working between the sectors and agencies who are locally identified as best placed to prevent or to disrupt modern slavery.

PCC Mark Burns-Williamson has also demonstrated his leadership and support for the many regional anti-slavery partnerships by galvanising links between the national network coordinators forum (NNCF) and the NATMSN.

Stakeholder engagement

PCC Mark Burns-Williamson and Chief Constable Shaun Sawyer have jointly hosted events focussed on modern slavery for PCCs and chief officers as part of the #unlockingslavery series. These events raise awareness and improve strategic commitment across the policing landscape. As APCC lead, Mark engages with a broad range of stakeholders to influence outcomes for victims of modern slavery. He attends national strategic meetings and workshops, and supports regional and force level events.

Rebecca Hurlock, NATMSN coordinator

As NATMSN coordinator, Rebecca Hurlock ensures PCCs are kept updated with strategic developments. She works closely with each of the teams within the MSPTU, acts as an advocate for victims needs and ensures there is a focus on prevention activity. MSPTU funding has made it possible for Rebecca to focus full time on supporting the effective delivery of NATMSN and assisting the APCC lead in his regional and national work to tackle modern slavery and human trafficking.

A former police officer in the Metropolitan Police Service, Rebecca has experience in frontline policing and proactive roles. She brings to her current role extensive experience with victims of modern slavery developed through five years working as an investigator for Hope for Justice, an international anti-human trafficking NGO. Rebecca has identified and recovered over 250 potential victims of modern slavery and human trafficking, developing an extensive working knowledge of the NRM process and vulnerable victim support and advocacy. While at Hope for Justice, Rebecca also coordinated the West Yorkshire Anti-Trafficking and Modern Slavery Network, working closely with police forces and government departments. Rebecca is a member of police staff within West Yorkshire OPCC, jointly funded by the MSPTU.



Partners

“ The law enforcement agencies within the United Kingdom work in close collaboration, nationally and locally, in to support the objectives within the UK Government’s modern slavery strategy.

The coordination frameworks established by the National Crime Agency identify and direct law enforcement agencies efforts towards the areas in which they can make the greatest impact against modern slavery. The UK response cannot be measured solely through the efforts of law enforcement agencies. Other partners at local, national and international level intervene in the underlying conditions and circumstances of vulnerability in which exploitation flourishes.

Some of the agencies working most closely with policing, through the police transformation programme, are highlighted within the following section of the report. They work together and with others to deliver a comprehensive response to the threat. Through this document, we also recognise and thank those statutory and non-statutory partners and volunteers whose work locally is essential in safeguarding victims and supporting their journey as they re-build their lives. Much of this work is achieved through their passion and the positive support of police and crime commissioners. I ask that consideration is given locally, to take the time to reflect and thank those partners, as well as to re-focus local endeavours for the coming year.

Each agency’s information, expertise, specialist resources, and legal powers provide different opportunities to identify, disrupt, and prosecute offenders. We expect all partners to work within the legal frameworks in respect of sharing information. Criminals have no such framework. As such, our information sharing needs to be focussed but also audacious in how information is shared between amongst all statutory and non-statutory partners. Used collectively, that information is integral to preventing slavery occurring in the UK, and globally.

To that end, the police transformation programme is also seeking to support the Home Office and Independent Anti-Slavery Commissioner to strengthen partnerships beyond law enforcement, particularly with local government, non-government agencies, and the business community.

Chief Constable Shaun Sawyer



Border Force



Gangmasters &
Labour Abuse Authority



HM Revenue
& Customs



Immigration
Enforcement



NCA
National Crime Agency



NPCC
National Police Chiefs’ Council



Border Force

Border Force

Tackling human trafficking and modern slavery both in the UK and overseas is a priority for the government. Border Force has a key role in identifying victims and perpetrators as they cross the border on arrival in the UK; and in preventing modern slavery.

All frontline Border Force Officers undertake e-learning modules on 'Keeping children safe', 'Indicators of modern slavery' and 'Being a First Responder for the National Referral Mechanism'.

Since June 2017, all new staff have undertaken a more extensive four-hour module dealing with vulnerable passengers of all types, including victims of modern slavery. Evaluation of this module demonstrates it is having a positive effect on the skills of new officers and work is underway to share this with all existing frontline staff.

In addition to this, Border Force has a network of specially trained Safeguarding and Modern Slavery Officers. This cadre of skilled officers deal with complex safeguarding cases, advise colleagues and engage with partners to achieve positive outcomes in joint operations.

Border Force participates fully in multi agency operations with other law enforcement agencies and operational results reflect the positive work being done to combat Modern Slavery and the impact of increased activity and further awareness-raising by frontline staff.

“ **Border Force Officers maintain a high degree of vigilance and work to safeguard victims of modern slavery. We are also working to improve the flow of intelligence through the border systems from overseas, at the border and in country through joint working with law enforcement partners**

Amanda Read,

National Lead Safeguarding and Modern Slavery, Border Force.



A modern slavery training tool has been developed for the travel industry which has been distributed to over 75 airlines and tour operators. Feedback has been extremely positive and it has been incorporated into the training package in a number of major travel companies.

Border Force is building capacity overseas by rolling out training to foreign government officials where possible. Border Force also contributes to European wide modern slavery work through Frontex deployments and training projects.

The flow of intelligence to and from the Border Force operational frontline is facilitated through dedicated intelligence units. This ensures that staff are fully aware of current and emerging trends and able to adjust operational activity accordingly. Being embedded in JSTAC has enhanced this flow with the latest analysis available to all Border Force staff.



Border Force safeguarding and modern slavery teams have worked hard to engage with the travelling public and industries around the border to raise awareness of modern slavery. Thanks to their efforts public awareness material is now displayed prominently at major ports.

During 2017, Border Force referred 140 potential victims of modern slavery to the National Referral Mechanism, over 90 of which were children.

“ **The people we speak to really engage with us about modern slavery and are keen to play their part in the fight against this terrible crime.**

Veronica Zaki and Nicola Huzur, Border Force



Crown Prosecution Service

The CPS is responsible for bringing prosecutions in England and Wales; deciding who should be charged and with what offence(s) and, in more serious or complex cases such as modern slavery, providing early investigative advice to law enforcement agencies. The CPS has 14 regional Complex Case Units (CCUs) across England and Wales which work closely with local police forces, providing early investigative and charging advice as well as prosecuting cases where modern slavery offences have been committed.

The Central Casework Divisions in the CPS are also instrumental in prosecutions. The Organised Crime Team works with the NCA in top-tier, complex organised crime cases; the CPS Proceeds of Crime team is dedicated to securing restraint orders and enforcing the difficult confiscation orders and assisting prosecutors overseas.

The CPS Extradition Unit provides a centre of extradition expertise for the CPS Areas handling non-European Arrest Warrant extradition requests to other countries and litigating all extradition requests made to England and Wales worldwide.

International Cooperation

The Director of Public Prosecutions (DPP) hosted an international summit in February 2018, attended by senior prosecutors and government officials from 15 countries, as well as international and EU institutions and heads of law enforcement agencies, to discuss and agree opportunities to increase domestic and transnational prosecutions and disruptions of MSHT. A new phase of international cooperation between prosecutors and law enforcement agencies has begun and work is under way to agree a set of common priorities on which to work together.

International cooperation in investigating and prosecuting cases of MS is essential, whether through the use of mutual legal assistance (MLA), the European Investigation Order (EIO) or JITs. UK police and prosecutors work closely with overseas law enforcement and prosecutors in JITs which result in prosecutions not only in the UK, but also in other countries; often the source countries. The UK has been significantly involved in cooperation in the investigation and prosecution of human trafficking within the EU: as of February 2018, there are 23 live JITs on human trafficking across the UK, 22 of which are in England and Wales, which is the highest for human trafficking of all EU Member States.

CPS International Justice team works across Whitehall on an improved international response to support the Implementation Taskforce; in particular, feeding in to the strategies for each of the priority countries. It is recognised that the best model for international Pursue activity often requires the NCA and the CPS to work in partnership.

In a recent case the CPS extradited a trafficker from the UK to Greece to stand trial for trafficking over 95 victims. Fifteen of his co-defendants have been convicted and sentenced to a total of 152 years in prison for their roles. The CPS Criminal Justice Advisor (CJA) based in Greece was able to work with the Greek authorities to expedite his extradition order. He was convicted and sentenced to 13 years imprisonment.

CPS prosecutors are deployed in around 30 countries to act as the link between foreign and UK prosecutors and law enforcement agencies to progress cases. Prosecutors work in these countries in partnership with the NCA in supporting capacity building and criminal justice reforms.

An ongoing investigation into five suspected traffickers in Mali involves 45 people who were repatriated to Nigeria. The CPS CJAs in Nigeria and Senegal are assisting to ensure evidence-sharing is effective. The CPS CJA in Nigeria is mentoring Nigerian prosecutors and investigators responsible for the case to ensure it is robustly investigated and prosecuted. Assistance included ensuring that statements were evidentially compliant and sufficient to ensure admissibility.

Training

The CPS has delivered mandatory accredited training on MS for prosecutors across England and Wales, to develop expertise and build resilience in the CCUs and Central Casework Divisions that are most likely to deal with referrals from the police. This training has also been extended to the CPS overseas CJAs. The training has focused on the early investigative advice stage to ensure robust investigations with the police and high quality casework, as well as considering relevant legislation and the inherent vulnerabilities of victims which might undermine their credibility.

The first of two joint MPS & CPS training events funded in part by the MSPTU focused on JITs in cases of modern slavery. The event included 160 law enforcement and prosecutor delegates from across all police force and CPS areas in England, Wales, Northern Ireland and Scotland who were trained alongside UK desk officers from Europol, Eurojust, and the Hungarian authorities.

Prevention and Risk Orders

The Modern Slavery Act introduced Slavery and Trafficking Risk and Prevention Orders which are increasingly being applied for by CPS prosecutors and the police. They are powerful tools which can be used in a number of ways to constrain the activities of suspects or convicted defendants to reduce the risk of harm to victims and protect them. Prevention Orders can operate for a minimum of 5 years and Risk Orders for a minimum of two years; the penalties are up to 5 years imprisonment for breaching them. Prevention Orders operate after sentence has been served and also carry extra territorial jurisdiction meaning they can apply overseas following deportation of defendants. The CPS has successfully applied for Orders with extra territorial provisions to restrict activities where victim recruitment has taken place overseas.

In a modern slavery case under lengthy investigation last year, 9 Risk Orders were granted to restrict the activities of the suspects. The restrictions were breached shortly after by two of the suspects who were prosecuted by the CPS for the breaches, which resulted in sentences of 3½ years and 2.4 years in imprisonment.

**Ben Southam,
CPS North West**



Ben is the CPS lead prosecutor in North West England for MSHT. He meets regularly with partner agencies to identify and address the many challenges in prosecuting MSHT cases and is involved in delivery of the national CPS training course on slavery. He manages a team of lawyers who has dealt with a number of MSHT cases including Operation Ludlow in which nine Romanians were convicted of trafficking Romanian women into and around the UK for sexual exploitation. Two defendants were extradited from Romania and Belgium to face charges. The team also received significant international assistance from the Hungarian police on Operation Stone, another sex trafficking case. Ben's team has two current cases with JITs with Romanian and Czech authorities, have dealt with several domestic servitude cases and have two forced labour cases pending.

“ It is essential we build on the ground-breaking foundation provided by the Modern Slavery Act, and the immensely positive progress made in recent years. This includes improving our recognition and understanding of the different crimes enabled by modern slavery and developing more effective ways to ensure the safety and assistance of victims. **Director of Public Prosecutions
Alison Saunders** ”



Gangmasters & Labour Abuse Authority

GLAA

The role of the Gangmasters and Labour Abuse Authority (GLAA) role is to protect vulnerable and exploited workers.

In April 2017, the authority was granted powers under the Police and Criminal Evidence Act 1984 to investigate labour abuse and exploitation across all aspects of the UK labour market. It works with partner organisations such as the police, the National Crime Agency and other government law enforcement agencies to target, dismantle and disrupt serious and organised crime.

The GLAA is also a licensing body, regulating businesses who supply labour to the agriculture, shellfish gathering and food processing and packaging sectors. Its licensing standards cover health and safety, pay, transport and accommodation and also check that tax, National Insurance and VAT regulations are met.

Through the intelligence the GLAA receives from the public, industry, regular inspections and other government departments, it investigates reports of worker exploitation and illegal activity.

The GLAA investigates any circumstances where there is a risk of worker exploitation or other crime

by gathering intelligence, conducting unannounced inspections and working closely with other government departments and enforcement agencies. Since the GLAA took its wider powers, it has seen an increase in investigative activity. There have been 142 Investigations opened, 47 of which involved some identification of modern slavery. And 75 of those investigations are within the wider labour market away from the traditional licensed sectors, including warehousing, construction, hospitality, fast food, cleaning and car washes.

The GLAA has been involved in the arrest of 97 people and has identified 1,140 workers who were as suffering direct abuse of some kind, with 56 people being referred to the National Referral Mechanism, as well as 61 'duty to notify' submissions. The authority has also recovered £85,000 for workers, identified non-payment of holiday pay totalling £231,000 and withheld wages of £151,000.

Inspection activity within the GLAA has increased this year, with 185 of these aimed at preventing labour exploitation and raising standards across the labour market.

“Labour exploitation and modern slavery is happening in every corner of the UK right now. It is a massive issue which cannot be solved by one agency; we must work together to focus on prevention and raising awareness within the public to change consumer behaviour. Only by standing together can we put an end to slavery for good.

Ian Waterfield, Head of Operations



“In the UK, we've seen workers bought and sold for as little as £250. You can traffic a kilo of heroin only once; you can traffic people countless times and there are entrepreneurs up at the top that are doing this.

Mark Heath, Deputy Director of Business Change

GLAA interventions using new powers

- Two people from Leicester prosecuted after pleading guilty to Gangmasters licensing offences and are awaiting sentence, hopefully leading to the first UK Labour Market Enforcement Order being issued in the UK.
- Prosecution and conviction of a Polish man who was jailed for eight years for forced labour and trafficking the exploitation of two Polish nationals over a period of six years, where their wages were withheld and they were housed in substandard and dilapidated accommodation and kept in fear.
- When the GLAA carried out an investigation into the exploitation of Hungarian men in the scrap metal industry, officers discovered a Hungarian man who had been kept in an attic for the last six years. Two victims were referred for support and two men and a woman was arrested.

The GLAA has developed protocols with the construction and textile industries with a view to tackling exploitation in those sectors, which are considered to be high risk based on our own intelligence assessment along with, Hand Car Wash, Nail bars, Hospitality, Hotels and Catering to name a few.

The authority is committed to working with businesses and labour providers and has delivered its training about how to spot the signs of exploitation and modern slavery to 30 businesses and 2,000 staff since May 2017.



HM Revenue & Customs

HMRC

HMRC knows that only by working together can we end the scourge of modern slavery. That's why we are playing a central role in the cross-government response to this barbaric crime, bringing perpetrators to justice by targeting the one thing they consider most dear – their finances.

HMRC is uniquely placed to carry out this work. Using cutting-edge technology, we are able to bring world-class skills and expertise to bear down on these criminals as they drum up illicit profits and try to cheat the tax system.

Through the use of its extensive powers, the department is able to unearth fraud, non-compliance, abuse of the tax credit system and breaches of National Minimum Wage legislation – proven behaviours of wider criminal activity.

Driving this work is our Modern Slavery and Human Trafficking Strategic lead, who is responsible for developing, implementing and overseeing the department's efforts to tackle modern slavery, coordinating multi-agency strategic and operational activity.

It means we play an active role in operations across the UK alongside law enforcement partners, with a team of dedicated frontline officers undergoing mandatory training so they can identify signs of modern slavery and, most crucially, provide help to victims.

Meanwhile, under the direction of the Labour Market Enforcement Director, HMRC's National Minimum Wage business area works with both the Gangmasters and Labour Abuse Authority and the Employment Agency Standards to target those who exploit their employees – ensuring workers get what they are owed.

“

Modern slavery is an abhorrent crime committed by individuals and groups, who exploit some of society's most vulnerable people.

We know these criminals abuse the tax system in the name of illicit profit and we will continue to work with our partners to identify that abuse, so we can end this terrible crime.

Simon York,
Director, Fraud Investigation
Service, HMRC



Tiffany Renshaw
Team Lead

Tiffany Renshaw is the lead for the Individual and Business Operations Labour Market Team in Nottingham and Illegal Working/ Modern Slavery Champion for the East Midlands. Tiffany is committed to maximising revenue and drilling down on evasion. Tiffany works in partnership across HMRC and government, co-ordinating taskforce operational interventions to target Labour Exploitation. Tiffany remains a trusted and effective partner who recognises the importance of collaboration to tackle the cases of most harm.



“

HMRC Teams have worked with police around labour exploitation. They have been able to provide information showing that business employees were not declared to HMRC or to the company accountants.

Insight team assessment,
August 2017





Immigration Enforcement

Immigration Enforcement

Immigration Enforcement (IE) work with a range of partners including IASC, NCA, police, CPS, local authorities and the voluntary sector to identify and protect victims of modern slavery and bring the perpetrators to justice.

By capitalising on their local, regional and international presence IE help the UK intervene against trafficking networks at the earliest possible point.

Local examples of this include:

- Operation Challenger, a multi-agency unit within Greater Manchester Police which brings together a number of partners to identify and disrupt modern slavery and human trafficking (MSHT) crime groups and protect victims;
- Operation Discovery, a multi-agency task force which targets 'hidden crime' across the local area. The operation focuses on identifying OCGs, in which MSHT is an integral part. The operation

includes Hastings and Rother Councils, GLAA, HMRC, DWP, Trading Standards, Food Standards Agency, Hastings Anti Trafficking Hub (NGO), Houses of Multiple Occupancy Enforcement, Environmental Health, East Sussex Safeguarding Team, and East Sussex Fire and Rescue.

Global reach

Immigration Enforcement International (IEI) undertake a range of activities to tackle modern slavery globally, through capacity building with host governments and operational co-operation.

Improving processes linked to the NRM

IE's NRM Intelligence Team currently undertake a triage function for incoming non EU NRM referrals in order to develop an overarching intelligence picture on the threat based on victim accounts, identify and develop intelligence opportunities to tackle those involved in modern slavery and support partners. The NRM Intelligence Team has been increased this year, both through IE investment and through the police transformation programme. The team adds value through intelligence sharing and improving the quality of NRM referrals.

One of the key priorities of the NRM Intelligence team this year has been to develop an operating framework to ensure that intelligence opportunities are captured and recorded on intelligence systems in order to enhance the cross agency intelligence picture on reported instances of modern slavery and human trafficking.

The team work closely with UKVI and other partners to improve the quality of referrals from potential victims to maximise intelligence opportunities by proactively provide feedback to UKVI and case working teams and add value to police investigations.



Sunflower House shelter in Nghe An province

Case study: Vietnam

IEI Hanoi works closely with the Vietnamese authorities to build their capacity to tackle MSHT, offering various training opportunities, workshops, and accompanying delegations of senior Vietnamese officials to the UK. IEI has shared how the UK identifies and supports victims through the NRM and how we pursue the organised crime behind MSHT. In July 2017, the IEI Hanoi team completed its project to build a shelter for victims of MSHT in Vietnam, offering high quality victim-centred reintegration services.

Case study: Nigeria

Since 2010 IEI has been actively cooperating with Nigeria's National Agency for Prohibition of Trafficking in persons (NAPTIP), enjoying excellent levels of co-operation. With NCA and the Home Office IEI secured funding to enhance NAPTIPs ability to pursue MSHT offenders and increase the number of prosecutions taking place in Nigeria.

IEIs overseas investigation team mentor NAPTIP officers seconded into Joint Border Task Force. Enhanced training has improved delivery in Nigeria and enhanced working within Joint Investigation Teams across Europe. In 2017 NAPTIP officers deployed to Heathrow and Gatwick Airports (Operation AIDANT) to build their expertise in identifying victims of trafficking. They also attended a number of intelligence led enforcement visits that indicated Nigerian nationals had been held against their will and being forced into domestic servitude and exploitation.

National Crime Agency

The National Crime Agency (NCA) was formed in 2013 to lead the UK's fight against serious and organised crime (SOC). It is responsible for securing an effective and efficient law enforcement response to all forms of SOC, including modern slavery, and for building an authoritative intelligence picture of them. In 2017, the NCA Director General made modern slavery one of the top priorities for all of law enforcement.

Resourcing within NCA

The NCA has expanded its Modern Slavery and Human Trafficking Unit (MSHTU) and is leading and coordinating more operational activity nationally than ever before. The NCA's cross-government Strategic Governance Group coordinates this national response, reporting directly into the Implementation Taskforce. The NCA has a dedicated MS intelligence desk to gather and analyse information and intelligence and develop operations which are undertaken by its investigation teams, using the full-range of the NCA's specialist capabilities to pursue the most serious criminals. In addition, every week the NCA deploys its specialist tactical advisers to support police and partner agency investigations. Overseas, the NCA has liaison officers covering all of the countries where modern slavery linked to the UK is most common.

Project AIDANT

The NCA initiated a programme of multi-agency operational intensification exercises under Project AIDANT, each focussing on a different type of exploitation. Nine separate phases of activity took place

in 2017 involving joint working between law enforcement, private sector, regulatory and NGO partners. AIDANT acted as a catalyst for a wider law enforcement response and resulted in more than 320 arrests and more than 560 potential MS victims being identified. By increasing operational activity, we have improved our understanding of the threat. JSTAC and the MSPTU Insight Team have developed an all-source picture, directly leading to new activity in response. Community engagement activity has also taken place across the UK, raising awareness and understanding of this threat among local communities and frontline officers.

Case Study

Through Project AIDANT, an investigation was pursued into a Romanian OCG trafficking women for sexual exploitation to various countries in Europe, including the UK. In June 2017, a coordinated day of action by international partners including the Czech Republic, Switzerland, Germany and Romania, and led in the UK by the NCA, resulted in more than 30 arrests, including three in the UK, and 10 women being safeguarded in the north east of England. We believe the criminals used the internet to advertise the services of their victims and then forced them to launder the profits made from their exploitation. This group is thought to have made around €5 million a month from its activities across Europe. NCA evidence will form part of the Romanian prosecution.

“ Without the Police Transformation funded capabilities, it would have been incredibly difficult to deliver the improvements required in the law enforcement response to modern slavery. The NCA has worked closely with the Modern Slavery Police Transformation Unit – a huge increase in the number and quality of modern slavery operations nationally demonstrates a real step change in the response.

Steve Wilday, Head of the NCA Modern Slavery & Human Trafficking Unit

“ The NCA has instigated a step change in the national law enforcement response to modern slavery, but there is still more to do. In 2018, we will continue to pursue a whole-system response to the threat, recognising the role of law enforcement, key partners and members of the public in identifying and protecting victims of this pernicious crime.

Will Kerr, Director Vulnerabilities, NCA

Partnership working

Building capability overseas, through effective partnership working is an important part of the NCA's role in coordinating the UK's response to threat. The NCA has worked extensively with the Nigerian Agency for the Prevention of Trafficking in Persons (NAPTIP) to support the training and mentoring of the Joint Border Task Force (JBTF). For the last six months, the JBTF has met International Organisation for Migration (IOM) flights returning from Libya and identified more than 100 potential victims, debriefing and safeguarding them to prevent re-trafficking. In response to this work, the Nigerian Government conducted a fact finding mission to Libya resulting in them instigating a programme to return all Nigerian nationals detained in Libya. To date over 1000 nationals have been returned and debriefed by NAPTIP staff with JBTF guidance, resulting in over 70 victims of trafficking being identified.

Engaging the public – “Invisible People” photographic exhibition

The role of the public is key in recognising and reporting modern slavery at a local level. In January 2018, the NCA launched the ‘Invisible People’ photographic exhibition, which is travelling across the UK to raise public awareness of the signs of modern slavery and how to report them. It has reached approximately 200,000 people since its launch. The NCA has also developed an innovative social media strategy for modern slavery. As a result of NCA media activity, calls to the Modern Slavery Helpline reached an unprecedented level last summer.

Katie Bishop Analyst

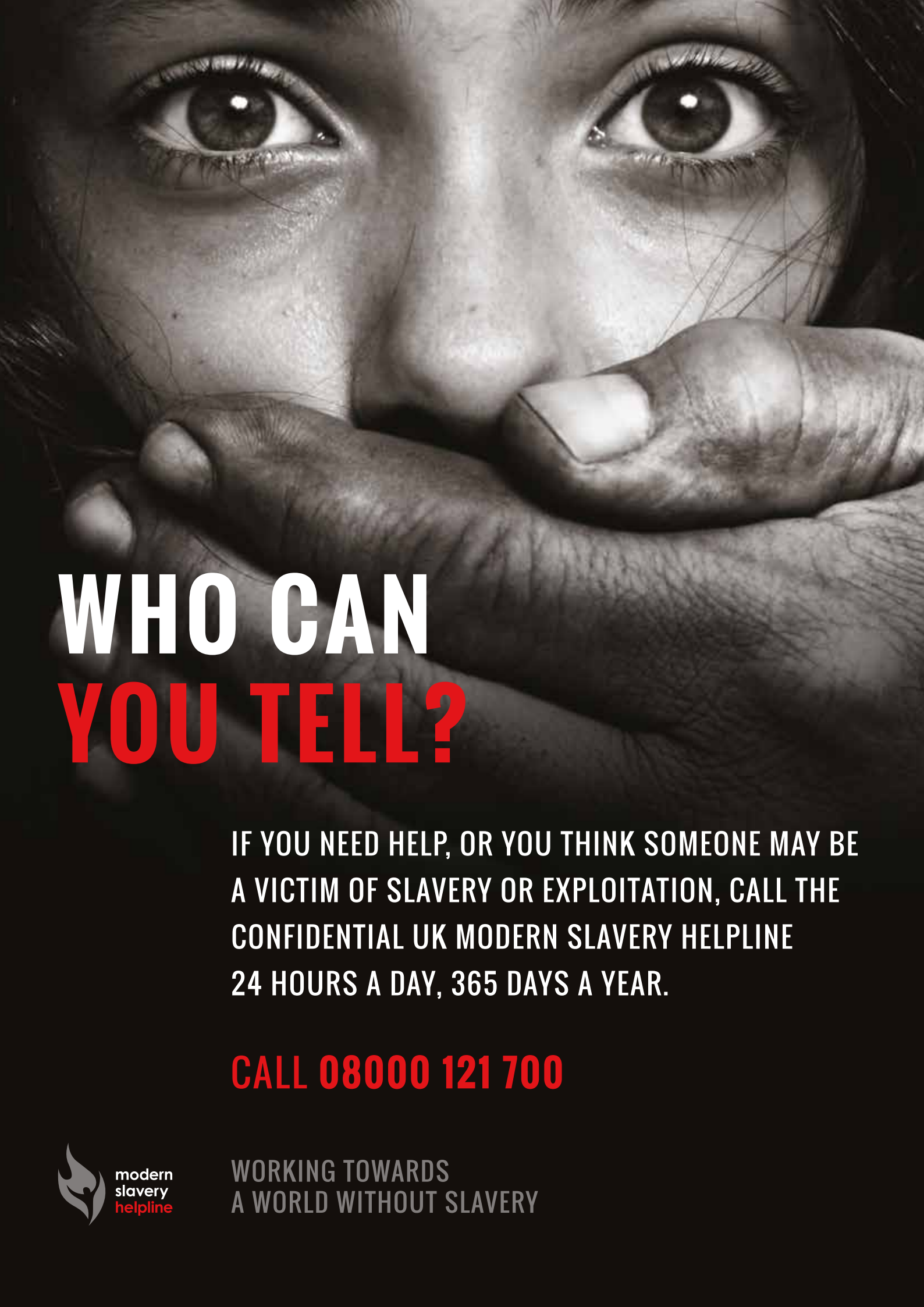
Katie is an analyst working in the MSHTU developing the analytical capabilities of the team to enhance project AIDANT and a number of other MSHT workstreams as part of the NCA's iterative response to the threat.



Nick Laming Senior Intelligence Officer

Nick is a key player assessing and researching data tools to tackle modern slavery enabled by the internet. Nick is dedicated to enhancing the operational response and to identifying and acting on safeguarding opportunities.





WHO CAN YOU TELL?

IF YOU NEED HELP, OR YOU THINK SOMEONE MAY BE
A VICTIM OF SLAVERY OR EXPLOITATION, CALL THE
CONFIDENTIAL UK MODERN SLAVERY HELPLINE
24 HOURS A DAY, 365 DAYS A YEAR.

CALL 08000 121 700



WORKING TOWARDS
A WORLD WITHOUT SLAVERY