

## Partner briefing - October 2018

**Video** <https://youtu.be/vCotBzViXq4>

### Why change?

- Out of sync with force change (as an operational and public facing department) – when the force was changing we needed to focus on BAU and stability.
- FUTURE PROOF - Need to future proof the forces specialist response to vulnerability – where possible be designed to deal with future challenges (purposely don't say demand)
- BALANCE - To bring an improved balance between preventing, protecting and securing justice and a greater focus on the perpetrator whilst being victim centred.
- PREVENTION & DEMAND - Demand in all areas nationally is on a predicted upward trajectory and so need to embed prevention and intervention more firmly.
- Refine integration points with Local Policing, OM, CJ etc. and shared assets with FCID, DF, ROCU?

### Some Key findings:

- **Growing demand static workforce** – quality of service we are providing concerns staff due to relentless demand, growing scrutiny and expectations and new and emerging threats/issues.
- **Remit and quality assurance** – PPU teams feel that they are receiving investigations that are of poor quality (primary investigation) lack of trust between teams (within and outside of PPU) and so duplication of intel checks, risk assessment, re work of primary investigations, not allocated to the correct team – in particular DA rape and AAR (wasting time and inconsistencies).
- **Filing and risk** – sense that investigations were still continuing when they should be filed – sense of a risk averse culture – inconsistent and variable by individual sergeants and inspectors.
- **CJ interface** – issues around custody processes – we are prisoner driven, file build, the CJ process (3<sup>rd</sup> party disclosure) and interaction with CPS – this varies depending if magistrates or crown court cases. DISCLOSURE is now a growing issue especially for PP crime types.
- **Prevention** – no teams within the PPU felt that they were able to focus on prevention due to workload. This was for both victims and offenders
- **Future and emerging threats and challenges** – to name two trafficking and county lines – all heading to the need for both reactive and proactive responses – we still deal with people (victims and offenders) in silos rather than in logical groupings such as 'exploitations'.

### Summary

- The process maps showed highly complex work flows, multiple risk assessments, multiple intelligence checks, duplication exacerbated by delays, divergent practice.
- Customer journeys (victims, staff and partners) reinforce the findings.

## We want to:

- Increase the protection offered to vulnerable victims
- Continue to improve the 'justice' and alternative (to justice) routes that we offer to victims and their families
- Be more preventative
- Place greater focus on offenders to take responsibility for their offending rather just on victims to keep themselves safe.

So we have designed 5 functions - All the functions are dependent on each other.

- Child and adult investigations remain distinct
- The model offers various future proofing opportunities for now and in the future
- It has similarities (but with PPU-isms) to other TS1 designs (FCID) and CJ current redesign – it brings the PPU up to date.

(1) **A Central Bureau** – The PPU Central Bureau is designed to act as a Single Point of Contact for PPU investigations and referrals. It will act as a distribution and allocation hub for the PPU. The Central Bureau will provide the Public Protection Unit with the ability to assess probable investigative outcomes more efficiently, respond to low level sexual offences and standard risk domestic abuse offences more dynamically. It will continue to drive forward the use of out of court disposals for an early resolution placing the victim's needs at the forefront of our decision making and response. This function is aimed at streamlining the flow of demand, bringing consistent decision making to filtering out unnecessary demand, filing of appropriate crimes, reduce duplication around intelligence checks and risk assessments and the re-routing of crime investigations. The Central Bureau will adopt a decision-making framework, and T.H.R.I.V.E risk assessment tool which will be signed off by FET. There will be 4 key elements to the bureau.

- a. **Review and allocation**
- b. **Intelligence function**
- c. **Central Referral Unit – existing functions**
- d. **Early Resolution Team** - a team attached to this function that can explore alternative to arrest options around some domestic abuse and lower end sexual offences. Single leadership. Awaiting sign off from DPP for conditional cautioning.

(2) **Investigation and prisoner handling** - Our investigations will be split based not just on thematic (DA, CA etc.) but on the pace, volume of prisoners and depth of enquiries that are required. The majority of domestic abuse and a minority of (non-familial) sexual offences are expected to sit in this function. 3 larger teams will be based at the key custody facilities - Perry Barr, Oldbury and Coventry. These investigations will benefit from post charge CJ support (see below).

(3) **Complex investigations** - the majority of non-familial sexual offences and the more complex domestic abuse offences (meaning all penetrative sexual offences) will sit in this function. It will allow staff to have more head space to conduct the more detailed enquiries and spread expertise around issues such as disclosure, DMI and where we need discrete specialisms (such as HOLMES) and capabilities. The (national and local) shortages of

detective's also means we need to be brigading these resources to best affect. Shift pattern change onto 3x3x3 to bring greater weekend resilience.

(4) **Post charge CJ support** - in old money this is a file build team and will be there to take away file build at the point of charge for the Investigation Team. We will co-locate this function with CJ resources to start to build the centre of excellence in order to bring relationship and file quality improvements.

(5) **A prevention, intervention and learning function** - On Day 1 this will be the brigading of a number of current functions but with a view to bringing greater consistency and a closer working relationship with LOMU's, NPU partnership teams, CTU and FCID prevent teams and of course external partners. The DA safeguarding teams and SAR/SCR/DHR review team will come under this function. We also hope to reinvest a small amount of resource into expanding the DVPN pilot from Birmingham across the force and into other civil orders - this will hopefully bring a proactive and scanning function that identifies opportunities for such intervention as well as opportunities to refer to the growing number of perpetrator programmes that are available. Finally we have invested in a dedicated DI post to expedite the force's desire to bring together 'exploitation' work. This function will be expected to grow in its ambition and reach as the model settles.

*\* Please note that MARAC meetings will now be chaired by 1 of 3 inspectors who will work under this function. This compliments work we have been doing with the OPCC for a pooled resource, employed by WMP (paid for by the OPCC) to administrate and co-ordinate MARAC's. This resource is planned to be in place by April 2019. CSP's have been engaged with this work.*

You may have noticed that there is not much mention of Child Abuse. This is more for ease of explanation. Child abuse will have all the functions described above but they will be clustered together differently because of the dependency on the MASH and statutory joint working. Each area will see the introduction of a MAET (Multi-Agency Enquiry Team) following their successful piloting in Coventry and Birmingham. All investigations and enquires (including non-crimes) that can be dealt with quickly are triaged and managed through this front end team.

Finally, the Adults at Risk (AAR) team is already a single force team and whilst it will have the opportunity for a small amount of its investigations to be routed through the enhanced triage and investigations function in the main the AAR team will continue to function at a single location but organise its work along the lines described above.

### Timeline

- Police officers and staff are now aware of their postings and have been given their 90 day notice for the shift pattern and location changes.
- PSI roles are not yet decided due to the complex arrangements to convert a proportion of the posts to PSIO's.
- Model office work, simulation and implementation planning is now taking place in earnest.
- 'Go live' is 4<sup>th</sup> February 2019.

## Next steps for partner engagement

- Key staff know their posts and so we will seek to engage more locally and specifically with partners from now onwards. As an example Walsall has asked we engage with them around how the MAET, the CRU and their new locality model will operate. This is a great example of who we may engage about the local nuances of our model with the ever changing models of other agencies.
- We would seek your support in sharing this briefing and animation for 5 minutes at relevant partner forums. As a minimum we would like this shared at LSAB's and Police & Crime Boards. LSCB's have all been briefed and PPU staff will brief any operational groups that they are involved in.

## Staffing

Below are the key staffing positions that affect partners. Within the ongoing promotion situation including talent pool postings the below is likely to change slightly as staff have had to be posted to their substantive post

### Eastern (Coventry & Solihull)

#### Adult Investigations (Complex) – Coventry (Central) Police Station

Det Chief Insp – Wendy Bailey

Det Insp – Wes Martin

#### Adult Investigations – Coventry (Central) Police Station

Det Chief Insp - Jo Floyd

Det Insp – Chris Jones

#### Safeguarding

Police Staff Supervisor – Jayne Ross

#### Child Investigations – Coventry (Central) Police Station

Det Chief Insp – Jo Floyd

Det Insp – Joe Davenport

Solihull Mash – Det Sgt – Stu Grundy

Coventry Mash/MAET – Det Sgt Marcus Petch

### Central

#### Adult Investigations (Complex) – Perry Barr Police Station

Det Chief Insp – Wendy Bailey

Det Insp – Dave Bates

Det Insp – Karl Fletcher

#### Adult Investigations – Perry Barr Police Station

Det Chief Insp – Suzanne Baker

Det Insp – Dean Gordon

### Safeguarding

Det Sgt – Gayle Trowman

Det Sgt – Nicky Perkins

### Child Investigations (Complex) – Ladywood Police Station

Det Chief Insp – Alison Hurst

Det Insp – Teresa Grainger

### Child Investigations – Ladywood Police Station

Det Chief Insp – Alison Hurst

Det Insp – Tony Parkes

A/Det Insp – Neil Hunt

Birmingham Multi-Agency Enquiry Team – Det Sgt Jason McMahon

### Birmingham Mash – Lancaster House

Det Sgt – Guy Stephenson

Det Sgt – Wayne Cooper

Det Sgt – Jo Hanson

### Western

### Adult Investigations (Complex) – West Bromwich Police Station

Det Chief Insp – Wendy Bailey

Det Insp – Pervez Mohammed

### Adult Investigation – Oldbury Police Station.

Det Chief Insp – Pete Dunn

Det Insp – Cate Webb-Jones

### Safeguarding

Det Sgt - Charlotte Trimbee (West Bromwich)

Det Sgt – Hannah Davis (Bloxwich)

Det Sgt – Rachel Whittaker (Bloxwich)

### Child Investigations (Complex) – Wolverhampton & West Bromwich Police Stations

Det Chief Insp – Des Lambert

Det Insp – Tim Draper

### Child Investigations – Wolverhampton & West Bromwich Police Stations

Det Chief Insp – Des Lambert

Det Insp – Victoria Lee

Det Insp (MAET's) – Jenny Pearson

### Sandwell - Multi-Agency Enquiry Team

Det Sgt – Steve Blundell

### Wolverhampton - Multi-Agency Enquiry Team

Det Sgt – Sandra Pickard

### Sandwell Mash

Det Sgt – Helen Jackson

Dudley Mash

Det Sgt – Kay Redfern

Wolverhampton Mash

Det Sgt – Nicola Austin

Walsall Mash

Det Sgt – Tess Beckett