



**Police and Crime Plan Priority:** Supporting Victims of Crime

**Title:** PPU New Operating Model Update

**Presented by:** *Assistant Chief Constable Jayne Meir*

### **Purpose of the Report**

1. The purpose of this report is to update the Commissioner and the Strategic Policing and Crime Board on the Public Protection Unit's (PPUs) new operating model.

### **Background**

2. The Public Protection Redesign Project designed and implemented a new operating model on 4th February 2019. The model was shaped with the intention of tackling increasing demand, responding to new and emerging threats and, with the aspiration to be more preventative in reducing vulnerability, harm and risk.
3. The original planned "go live" date of September 2018 was delayed due to a high level departmental vacancy factor, the necessity to recruit and train Police Staff Investigating Officers (PSIO's) and aligned estates issues.

### **The Model**

4. The model consists of a **Central Bureau** single point of entry for all PPU investigative demand. Primary demand (calls for service and attendance) remain within the Contact and Response portfolio. The Bureau provides a Review and Allocation function to ensure the robust and timely allocation of work and the ability to undertake consistent and appropriate case closure decisions, thereby reducing secondary investigative demand.
5. The bureau also contains an Early Resolution Team (ERT) which aims to expedite out of court disposals with regards to certain lower risk sexual and domestic abuse offences, whilst ensuring that resolutions are preventative and rehabilitative opportunities are maximised.

6. The final element of the Bureau contains the pre-existing Central Referral Unit, which provides a single gateway for each local authority Multi-Agency Safeguarding Hub (MASH).
7. The **Child Abuse** function has been redesigned to enable a tiered allocation of workload based on complexity and the opportunity for early resolution. The function remains geographically aligned to the local authority structure.
8. The Function includes a Multi-Agency Enquiry Team (MAET) aligned to the local authority structure. The teams' focus on out of court disposals and opportunities to prevent offending and reduce further victimisation.
9. The remainder of the Child Abuse function is split across Child Investigation Teams and Child Complex Teams. The former will respond to volume, whilst the latter will focus resource around protracted and complex enquires such as Child Sexual Exploitation (CSE).
10. The **Adult** function has also been redesigned to allocate workload in accordance with volume and complexity. The aforementioned ERT deals with low risk volume offences. The Adult Investigation Team is situated so as to provide coverage across the force area, with resource located at the main custody locations. The team will deal with the majority of domestic abuse investigations and some lower risk sexual offences. The final element of the Adult function is the three Complex Teams. These offer geographic coverage and investigate all adult rape, other serious sexual offences and serious and complex domestic abuse.
11. The final element of the operating model is that of **Intervention, Prevention and Learning**. The function includes the Multi Agency Risk Assessment Conference (MARAC) and safeguarding provision for domestic abuse, a civil intervention team and a specialism tasked with exploring tactics to reduce victimisation and reduce recidivism.

### **Implementation Risks and Mitigation**

13. The project implementation acknowledged a number of initial on-going risks, primarily summer demand and the remaining vacancy factor within the department.
14. The summer risks have been mitigated by securing a number of agency resources from Red Snapper. Plans are now in train to reduce the level of support, whilst addressing the vacancy rate and ongoing demand levels.

### **Implementation Benefits**

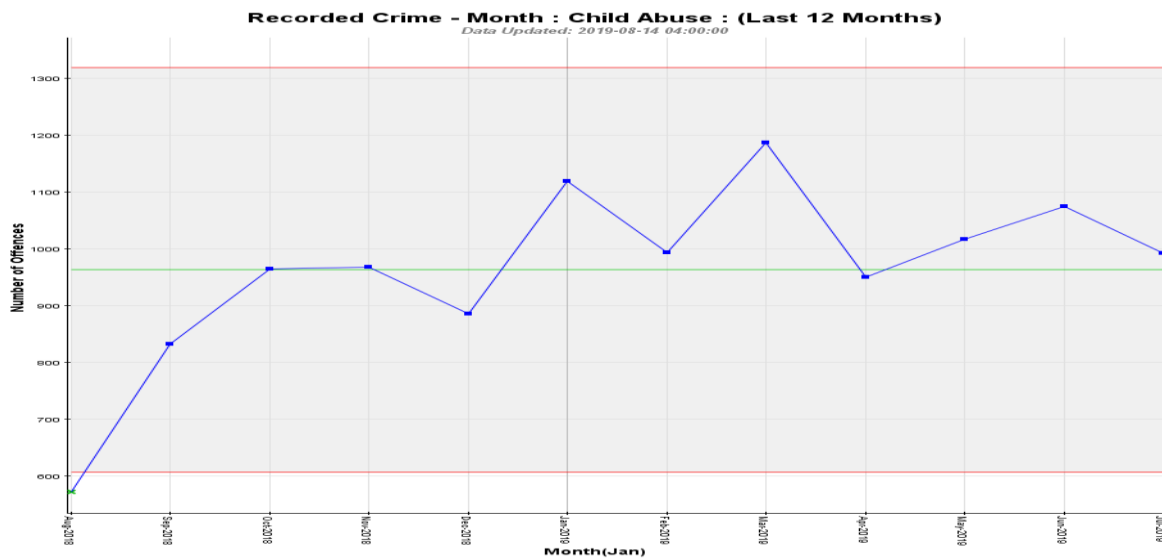
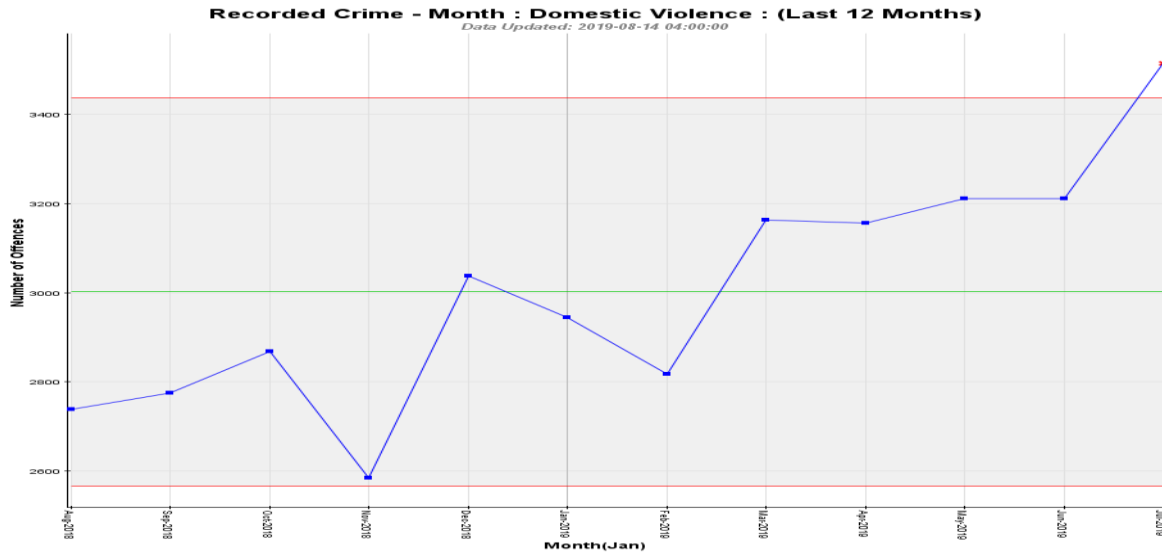
15. The PPU redesign project is timetabled for a formal review in December 2019. However, a number of initial benefits are already being realised. These are as follows:

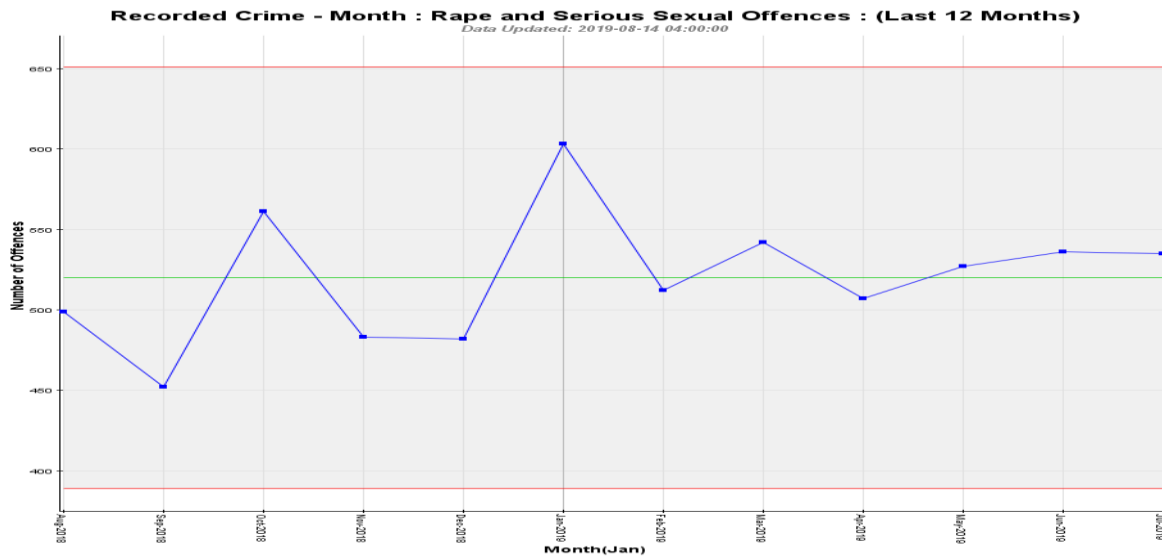
- a) The Review and Allocation (R&A) function is already providing a consistent approach to workload allocation and early case closure decisions. Prior to the redesign, these actions were completed by front line supervisors and the redesign has subsequently led to reduction in demand for supervisors.
- b) The function is currently closing approximately 30% of PPU cases following appropriate safeguarding. This provides a benefit to operational supervisors as prior to the redesign this percentage of cases would have been allocated to investigators to review before the supervisors made a final decision. The assessment is that the new process provides a more efficient and timely process, by minimising the demand on all staff.
- c) The ERT is delivering a more consistent approach to out of court disposals, whilst also providing an additional tasking resource to support daily domestic abuse prisoner demand. This ensures out of court disposals are being monitored and considered consistently.
- d) Prior to the redesign, a police constable rather than a detective would potentially investigate complex domestic abuse cases. The new operating model ensures that all complex domestic abuse and complex sexual offences are investigated by a trained detective. This provides a professionalised and consistent approach to investigation.
- e) Anecdotal reporting suggests that there is an increase in the use of civil interventions, particularly within a domestic abuse setting. Whilst there is no specific data to support this, it is assessed that there is now a more focused approach to monitoring interventions such as out of court disposals.
- f) The approach to MARAC is now more consistent.
- g) The MAET are providing a force wide consistent approach to multi-agency working within a child abuse setting. Prior to the redesign, there was an inconsistent approach taking place across the force area.
- h) Complex child abuse investigations are appropriately allocated to trained detectives who are specialised in these types of investigations and are fully accredited.
- i) Staff sickness levels remain stable. Reducing sickness was a key objective of the redesign and this is expected to take time to realise. This aspect will form part of the full redesign review.

## **Current Risks**

- 16. PPU offences continue to rise across all thematic areas (domestic abuse, child abuse and sexual offences) with reporting levels at the highest they have ever been. This is assessed to be as a result of a number of factors including improvements in crime

data integrity, greater confidence in reporting and an increase in the routes via which members of the public can report crime, particularly online. There remains a significant challenge in responding to this demand, with increased pressures on investigators to progress investigations in a timely manner.





17. The department still has a level of vacancy and there remains an on-going challenge to attract and retain staff. The deployment of Police Staff Investigators and agency staff are bringing down the deficit and this continues to be subject of ongoing monitoring and action by force governance structures and oversight by the portfolio Assistant Chief Constable.

18. The Board is asked to note the report.

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