

Operation 'Know Your Role'

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A Summary of Operation 'Know Your Role'

An innovative initiative improving service delivery to victims of Domestic Abuse

In 2006 Cleveland Police Control Room recognised the need to improve and develop how it managed reports of Domestic Abuse. In very basic terms, there was a need to provide the right response at the right time for victims. It was recognised that if the Control Room got the first contact right, it would greatly improve the quality of service given to victims, and in the long term inspire greater public confidence and bring more offenders to justice.

A problem profile was developed in consultation with relevant stakeholders i.e. members of Control room staff, Women's Support Network and specialist domestic abuse officers. This process involved the application of the SARA model.

During the early stages of this work the Control Room Quality and Compliance Team and Public Service Desk (PSD) Supervision undertook a light touch review of performance in this area of work. This involved observational research

which included listening to call handlers and managing incident reports, and proactive reviews of live incidents. This initial review highlighted areas of concern.

To underpin this process the Quality and Compliance Team, based within Control Room, then undertook a more comprehensive review and assessment of service delivery; the management of incidents was assessed against Force Policy and ACPO guidance, response times and the deployment of police resources were assessed and the quality of service at call-handling stage was subject to scrutiny.

As a result **Operation 'Know Your Role'** was launched. This being an 'innovative practitioner led multi agency package' developed to dramatically enhance service delivery. This package has ensured that Cleveland Police is delivering an excellent victim focused service. The 'Know Your Role' package included the following.

- Improved partnerships with both internal and external agencies/partners
- Specialist Training Programme
- Education and Awareness Measures
- Robust incident management procedures
- Improved Communication techniques
- Performance Measurement and appropriate accountability frameworks

This initiative has been successful. Most importantly it has improved the quality of service delivered to victims of this crime. Significantly, it has produced an organisational culture which constantly reflects on its performance at practitioner level and seeks creative ways to improve service delivery to the people that matter; the members of the public relying on Cleveland Police.

Description of project

Introduction.

In the UK, there are 5 million Domestic Abuse related threats made each year, there are 3.29 million assaults (that's one every ten seconds), and 1.86 million injuries each year. (Source; British Crime Survey).

Cleveland Police is a small force serving a small area considered to be one of the most densely populated areas in

the country, with 9.3 people per hectare compared to a national average of 3.5 people per hectare. The Control Room serves a population of over 553,300 people. Cleveland Police is responsible for policing a predominantly urban area, which closely resembles Metropolitan authorities in terms of socio-economic and policing needs. There are also large areas of acute deprivation.

Consequently, Cleveland Police Control Room manages a busy and demanding workload. The Control Room consists of three defined work areas: Call Handling, Dispatch and the Public Service Desk. The Control Room is staffed by both Police Officers and Police Staff. On average the department receives 1000 calls per day.

In 2005/2006 there were 13035 incidents of domestic abuse reported to the Police. This resulted in 3435 arrests. The significant volume of calls about domestic abuse, the demand it places on the police service and the concern that calls are not translated into criminal justice outcomes (such as arrests and convictions) presents Cleveland Police Control Room with a challenge in how it manages both victims and incidents.

Scanning

Within the Cleveland Police Control Room research indicated that there was a need to improve how it managed domestic abuse incidents. Reflecting on the high volume of calls relating to domestic abuse, concern was raised about the following:

- A cultural environment that embraced and understood the requirement of a victim focused service.
- The delivery of emergency first aid to victims of this crime
- Management of incidents in compliance with both Force Policy and the ACPO guidance manual on investigating Domestic Incidents;
- A prompt and effective deployment of police resources

At call-handling stage it was identified that effective questioning skills were not being used in order to capture relevant incident information. For example, accurate first accounts were not being obtained from victims and importantly, the location and demeanour of suspects was not being obtained. As a result, vital evidence was not being captured and the lack of information was potentially putting victims and responding officers at risk and reducing the chance of successful outcomes for the victims.

There was also a lack of education and awareness around the subject of domestic abuse, which was having an adverse impact on the empathy being displayed to victims by the call handlers. Managing so many such incidents over the telephone only, often removed call handlers from the reality of this serious offence. They could not see the victims' injuries or their environment, they had little understanding of the victims' backgrounds or circumstances and this was leading to desensitisation and complacency in some cases.

Feedback from members of staff highlighted that they did not possess the requisite skills and ability to deal with the more traumatic incident reports. For example, one member of staff explained that she found listening to a victim of domestic abuse being attacked an extremely upsetting experience. The incident promoted the feeling of helplessness and the question was asked, "How do I support the victim through this, and deal with my own emotions?"

Discussions with dispatch officers highlighted that domestic incidents were not always subject to robust risk assessments which often delayed the deployment of police resources. Urgent incidents received an excellent and immediate police response, however, those incidents given a lower level priority, i.e. where offenders had left the scene and there was no immediate risk, were not being proactively managed. It was evident that this type of incident was not subject to intrusive supervision.

Environmental scanning took place at practitioner level and core service delivery. On a daily basis supervision undertook observational research. Culturally, on occasion, there was a complacent attitude to this type of incident report and actions often failed to adhere to Force policy. For example, a frequent comment to be heard amongst staff was, "*It's only a domestic*", indicating that they had become jaded in their attitudes towards dealing with such incidents. At call handling stage often members of staff were being heard to ask only brief incident details and often were disconnecting victims prior to help arriving at the scene.

In addition to this performance monitoring, feedback from Base Command Units (BCUs) and the Force Domestic Abuse Action Group highlighted the difficulties caused when incidents were incorrectly prioritised and in worst case scenarios incidents were being managed over the telephone. (Ref "H" District BCU Quality Performance Monitoring Feedback).

The scanning stage thus revealed considerable demand on police service to deal with victims of domestic abuse, but concerns were raised that at the initial contact, call handling stage, these incidents were not being well managed.

Analysis

In order to achieve a comprehensive insight into the problem, analysis was undertaken by the Control Room Quality and Compliance Team. This team undertook an in depth analysis of service delivery, analysing the management of Domestic Incidents from call handling stage through to deployment of police resources. The Quality Team analysed performance data over a specific time period (**see Appendix 1**). This analysis reviewed and assessed the following:

- Police response times and incident prioritisation;
- Compliance with Force Policy and ACPO guidelines;
- Risk Assessment i.e. were relevant intelligence systems accessed and the information provided to responding officers;
- Response at call handling stage i.e. communication skills and information gathering etc;
- Incident management i.e. were incidents subject to intrusive supervision and appropriate intervention.

As part of the analysis stage, the team also monitored initial calls, and paid particular attention to the questioning and listening skills used by operators. A quality measure was whether or not victims were given a positive and supportive response. In addition, radio transmissions were reviewed in order to establish the quality of information given to deploying officers and whether or not comprehensive sequels to incidents were obtained.

The Quality and Compliance Team analysis reported findings in narrative format and the implications are summarised in terms of a SWOT analysis:

Service Delivery - Strengths, Weaknesses, Opportunities and Threats (SWOT).

This SWOT analysis was used in conjunction with other findings in order to highlight areas of strength and weakness.

<p><u>Strengths</u></p> <ul style="list-style-type: none">• Good response times for emergency incidents• A positive attitude amongst staff to improve matters• A Quality and Compliance able to drive and improve performance.• A departmental trainer able to develop and deliver training.• Networks with other partners.	<p><u>Weaknesses</u></p> <ul style="list-style-type: none">• In some instances a lack of awareness and knowledge amongst staff.• Good questioning/listening skills.• Timely intervention by supervision.• Ad hoc practices in relation to intelligence checks.• Incorrect classification and prioritisation of incidents.• Inconsistent application of Force Policy.
<p><u>Opportunities</u></p> <ul style="list-style-type: none">• Ability to harness existing good practice and skills• Partnership working.• Use Quality and Compliance to address matters.• Use existing training packages	<p><u>Threats</u></p> <ul style="list-style-type: none">• Costs.• Lack of buy in from members of staff.• Ability to manage change.• Existing demand.• Ability to abstract staff for training etc.• Timescale – urgent action was required. The need to improve was critical.

In addition to the SWOT analysis, specialist members of the Control Room, (e.g. POP Co-ordinator and PSD Sergeant) undertook daily observations of incident management in practice.

They found that emergency incidents were dispatched well within agreed guidelines with 100% within two minutes. However, analysis showed that the next grade of incidents, those designated a Priority 1 (where there is a need for Police deployment, but an emergency response is not required) often did not receive a timely response or regular

review. For example in 45.3% of cases, a caller did not see a Police Officer within an hour, and in 24.8% of cases callers were not seen within 5 hours. In 43.8 % of all cases reviewed relevant questions were not being asked by the call handler. **(Appendix 2)**

The management of incidents was made more difficult because dispatchers were often managing busy incident queues. Multi tasking was taking place; dispatchers were answering radios and telephones, reading ever changing and lengthy event queues and deploying a variety of police resources. This demanding and high volume of work often meant that Priority 1 domestic incidents were overshadowed.

Historic incidents were assessed in relation to the level of activity and proactive management undertaken by both BCU and Control Room supervision. This review highlighted that although some management took place it was often inconsistent and not at a level which would provide a safeguard for victims. It was evident that on occasion, supervisors were failing to intrusively manage incidents and ensure prompt and effective deployment of resources.

Finally, analysis showed that in only 70% of police deployments, the relevant force intelligence systems were checked and information cascaded to officers attending the scene. This was a major cause for concern since officers require such information in order to make dynamic risk assessments and decide an appropriate course of action for victims. The potential risks associated with this issue were serious; there were potential officer safety issues, for example being confronted with known violent offenders or weapons.

Overall, the analysis stage identified that on occasion service delivery was falling below an acceptable standard and that significant work could be undertaken to improve matters.

Response to the Problem.

Responses

The comprehensive analysis provided a framework for change and improvement. As a result the department produced a Service Improvement Plan (SIP; a package of responses to address matters- see **Appendix 3**) This package not only took into account the need of the victims and how service delivery could be improved but also budgetary constraints and harnessing existing skills and partnerships.

Response 1: Training Package.

1) Samaritans Training.

The Control Room worked in partnership with the Samaritans in order to produce a training package, which placed emphasis on providing an excellent quality of service to victims of domestic violence. Members of staff earned not only how to question potentially traumatised callers in an empathetic but efficient manner, but also how to manage their own feelings and responses. Core features of the training package were as follows:

- Active listening skills
- How to display empathy and understand the problem.
- Questioning skills; the ability to gather accurate first account information and intelligence.
- Stress management i.e. how to support and guide distressed victims.

Attendees were given a pack on completion of the course, this contained guides and illustrations reinforcing what had been taught on the course for staff to refer to in the future.

2) First Aid Training.

Inevitably many victims of domestic violence sustain injury, sometimes serious, and call handlers expressed significant concern as to how they would they would help victims in these cases. Positively, members of staff wanted to have the requisite skills in order to help victims whilst awaiting emergency medical care.

In collaboration with an external training provider, a first aid training package was produced. This training achieved the following:

- It ensured that victims had the necessary skills in order to provide life saving First Aid advice over the telephone until the arrival of specialist help
- It empowered staff and gave them the confidence and ability to deal with traumatic domestic violence reports.

3) Domestic Abuse Training.

Within the Control Room the departmental trainer conducted training needs analysis on all members of staff and as a result a training programme was produced. The programme was given high priority and was delivered within a tight timescale. The training was provided in partnership with Women's Support Network and ensured the following:

- Compliance with Force and National Policy.
- Increased awareness and empathy amongst members of staff.
- Provided members of staff an opportunity to seek clarification around deployment issues.
- Set and reinforced performance standards.

Members of staff gained an insight into different types of Domestic Abuse by looking at case studies and taking part in discussions. This training was invaluable in addressing the issues of complacency identified during scanning and analysis.

Response 2: ‘Know Your Role’ Guides.

The ability to communicate role requirements to members of staff in an informative and easy to digest format was identified. As a result “Know Your Role” Guides were produced. These guides not only took into account research findings but they were produced in conjunction with the needs of operational staff in mind. The guides were successfully introduced and help to achieve the following:

- Compliance with both Force and ACPO Domestic Violence policy.
- A victim focused service at call handling stage.
- The prompt and effective deployment of police resources.
- Provided all members of staff with a clear understanding of their role and responsibilities
- A framework for future performance measurement.
- Compliance with NCRS and NSIR standards.

Response 3: Demand Management Project

The research highlighted that the supervisory function within the Control Room was critical. Appropriate scrutiny and intrusion was required in order to ensure that domestic abuse incidents were managed in a professional manner and in accordance with policy, in order to afford the best possible outcome for victims. To address this, a comprehensive piece of research was undertaken. This aimed to capture best practice from other Forces, advice and guidance from the Police Standards Unit and the Policing Bureaucracy Task Force.

The findings were used to develop a supervisory framework, which sets out prescribed supervisory functions within the Control Room and associated tasks. The main development has been the advent of a Demand Management

Post. (**Appendix 3**). This post seeks to achieve the regular review and assessment of all ongoing incidents, the effective deployment of police resources and a timely and appropriate response to incidents.

This new development is currently subject to a pilot within the department. Early indications are that it is successful and enhancing performance.

Response 4: Communication techniques.

It was recognised that within the Control Room a key to success was the development of effective communication techniques i.e. the ability to raise awareness in a meaningful and innovative way.

To address matters the following methods were developed:

- LCD briefing screens in both call handling and dispatch areas. Providing 24 hour up to date briefings i.e. highlighting vulnerable victims and reinforcing Force policy.
- Regular POP briefings. These briefings include information on current Domestic Violence issues in order to focus the police response and target harden.
- Intranet Briefings – online briefings available to each Command Unit and all Control Room staff.
- Professional Development Days - presentations were given by Women’s Network Officers. This provided members of staff with an insight into the offence of domestic abuse and its impact.

These multi faceted communication techniques were key to raising awareness within the Control Room.

Response 5: Force Domestic Abuse Search Facility.

A crucial part of service delivery to victims is the appropriate follow up work undertaken by specialist groups such as Domestic Abuse Officers and Victim Support. Therefore, it was essential that victims’ details could be captured and forwarded to such groups for action. This issue was debated by the Force Domestic Abuse Group and the Control Room was asked to provide a “fail safe” system of capturing victim information.

The Control Room recognised that on occasion incidents were wrongly coded or closed, and occasionally victim details may slip through the net. It was identified that a robust system was required which would address such matters. A collaborative approach was taken and Domestic Abuse Officers, specialist IT staff and Control Room staff

worked together in order to find a workable solution. As a result a Force IT search facility was produced. This allowed all relevant databases to be interrogated in order to identify victims of domestic violence.

Assessment

Further analysis was undertaken in February 2007 by the Quality and Compliance Team, and the results were found to be positive; the project had made a significant impact.

The following improvements were noted:

Overall the improvement has been impressive. It is clear that call handlers and dispatchers now have a comprehensive knowledge of their role, and performance is improving as a result of that. Members of staff have been equipped with the skills to manage these traumatic incidents effectively. The mechanisms are now also in place to continually monitor and improve performance. Supervisors now actively and intrusively manage event queues so incidents are reviewed and dispatched in a timely fashion. A strong partnership has also been forged with Women's Support Network Officers who are now involved with Cleveland Police at all stages of Domestic Abuse investigation. Links with the Samaritans also mean that training can be reviewed and arranged for new members of staff as necessary. Issues around the closure of events and correct classification have been resolved with the introduction of Qualifiers and a 'saved search' facility on IRIS, the Force intelligence system. Briefings to staff about specific incidents and the introduction of Top Ten DV addresses mean that awareness has been raised, affording them the knowledge and ability to react to such incidents effectively.

Performance Analysis identified the following improvements:

- In 91.3% of all cases, relevant questions were now being asked by call-handlers, an improvement of 36%.
- Callers were now being seen within an hour in 93.7% of the Priority 1 events, an improvement of 48.4%
- All callers were now being seen within five hours, and prior to the inception of 'Operation Know your Role, 28.4% of callers were being seen in excess of five hours after the initial call, with 16.8% being seen up to 30 hours later.

Operation "Know Your Role" is an ongoing initiative and will be constantly reviewed for continual improvement. It is a simple, collaborative solution applied in a contained environment, but it has had a far reaching effect, meaning a better service for the people who live and work in the Cleveland area.

Endorsement by Senior Representative

This submission represents a very positive example of an initiative that did not simply address additional policing responses to a known social problem. Instead it was recognized, at the outset, that the fundamental policing response itself had been lacking and consequently improvements in tackling Domestic Abuse would not be achieved merely by creating new add-on initiatives; a “root and branch” review would be needed.

The process adopted a partnership approach, utilising the SARA model, and encompassed a range of stakeholders both internal and external to the organisation.

At the heart of Operation Know Your Role was a shared desire to tackle the menace of Domestic Abuse head on by “getting it right first time” at all levels of the process from initial report through to successful resolution, all stages being focussed on the victim’s needs.

The results reveal significant success in this respect with improved staff training and development leading to better questioning, speedier response and police attendance. This has been coupled with even stronger links having been developed with partner organisations all of which bodes well for a sustained level of service as we move forward.

Accordingly this submission “Operation: Know Your Role” is strongly supported.

Gary Clarke

Superintendent

Control Room Manager

Cleveland Police

Appendix 1**DOMESTIC VIOLENCE DATA FROM NOVEMBER 2005**

Call taking figures				
Total events checked	723			
Calls Monitored	67			
	Yes	%age	No	%age
Relevant questions not asked	400	55.3	317	43.8
Positive response given	713	98.6	4	0.6

Dispatching figures				
Total events checked	487			
Calls Monitored	0			
	Yes	%age	No	%age
CIS/DVS checks carried out	340	69.8	142	29.2
Officers deployed	469	96.3	14	2.9

Dispatch times				
Zero Priorities	Dispatched	%age	Arrived	%age
Under 2 mins	294	100		
2-10 minutes			247	84.0
10-20 minutes			30	10.2
20-30 mins			9	3.1
30-60 mins			3	1.0
60+ minutes			1	0.3

Priority 1s	Dispatched	%age	Arrived	%age
Total events dispatched	161			
0-60 mins	91	56.5	73	45.3
60-120 mins	22	13.7	23	14.3
120-180 mins	8	5.0	11	6.8
180-300 mins	11	6.8	14	8.7
300-540 mins	9	5.6	7	4.3
540-1800 mins	18	11.2	27	16.8
1800- 2700+ mins	2	1.2	6	3.7

Further analysis shows the following:

Of the 317 events where relevant questions were not asked, 39 disconnected before the call taker could obtain further details and 59 were from 3rd parties, neighbours, etc who could only provide limited information.

A further 25 were calls were difficult to understand – hysterical callers, bad connections, inebriated callers, and callers not willing to give much information over the telephone, being some of the reasons for gaining limited information.

This results in the 43.8% of events where relevant questions were not asked reducing to 26.6%.

It also became obvious that delays in attending incidents were not being relayed to Supervision and generally no contact was being made with the victim to explain lateness or our arrival.

Appendix 2

COMMUNICATION CENTRE

Report on Management and Response to Domestic Violence Incidents

Analysis findings

Call Management

Call handlers displayed a very positive attitude to both victims and witnesses. They showed empathy and endeavoured to provide immediate support and understanding. In general, call handlers prioritised incidents correctly, gave good practical advice and particular attention was paid to the location and safety of the victim and children.

Questioning Skills

This is a major area of concern. The analysis has evidenced that call handlers are failing to employ effective questioning skills, failing to utilise the domestic violence call handling prompt and therefore failing to comply both with force policy and the ACPO Guidance Manual on Investigating Domestic Incidents.

The analysis has highlighted the following key features:

- Failure to commence the evidence gathering process to support any future criminal proceedings i.e. a first account from a victim/witness.
- Failing to gather information relevant to a safe deployment of officers i.e. weapons, blood & injuries.
- Failure to confirm the identity and demeanour of the suspect and the suspect's location or direction of travel.

This is a significant risk since as we are not undertaking the following:

- Ensuring officer safety
- Gathering evidence
- Obtaining relevant intelligence
- Facilitating the arrest of offenders
- Protection of victims and witnesses

The failure to gather sufficient information at call handling stage is reflected in the content of Intergraph records.

Despatch Stage

There was a very good response and deployment to zero priority domestic incidents. The nature of a zero priority dictates an immediate police response. The analysis has indicated that priority one domestic incidents remain outstanding for unacceptable periods of time. It is clear that these incidents tend to be acknowledged by dispatchers, however, once on the incident queue, are not managed pro-actively, i.e. dispatchers should deploy the next available unit, utilise alternative resources and update both district and Communications Supervision.

As shown in Appendix 2, 56.5% of priority one events were dispatched within 60 minutes and 13.7% were dispatched between 60-120 minutes.

The analysis and workplace observations indicate that the performance in relation to priority one incidents is poor due to the following factors:

- High event queues - it becomes difficult for dispatchers to review and prioritise outstanding work incidents.
- Dispatchers may not understand the risks associated with a delayed police response. This appears to be an awareness and education issue.
- Both District and Communication Centre Supervision are failing to take responsibility and manage outstanding domestic related incidents. On Intergraph, the analysis indicated very little intervention by Supervision.

Resource Deployment

There is a failure by dispatchers to provide officers attending the scene of domestic violence incidents, with information in accordance with force policy and the National ACPO Guidelines.

Linked to the above, the analysis found that in only 70% of deployments, relevant force intelligence systems were interrogated.

The analysis and observations found a trend amongst dispatchers to use the following terminology "attend a domestic, positive DVS". This omission is failing to equip response officers with the necessary information in order to effectively deal with domestic incidents.

Sequels

In general, sequels were found to contain sufficient information and complied with NCRS standards.

Summary

This research has shown some excellent performance and a very good delivery of service to victims and witnesses of domestic related incidents. However there is clear evidence to indicate that performance could be improved and established best practice needs to become the norm throughout the department. The above shortcomings must be addressed in order to enhance performance.

Response to the Problem

Training

In November 2005 the department undertook a training needs analysis. This identified that a low percentage of Communication Centre Staff had received mandatory Domestic Violence Training. As a result the Department raised its own Domestic Violence POP and positive action was taken to progress training within the department.

A recent analysis, April 2006, has shown an improvement in the number of staff trained. To ensure that this level of training is maintained the following is recommended:

- The Communications Centre trainer, Shaun Baker, will undertake a quarterly training needs analysis. He will monitor levels of training and ensure that staff are suitably trained. This will be achieved in partnership with Communications Centre supervision.
- Communications Centre supervision will ensure that they support the above process and release staff to attend training.
- Domestic Violence training will be included in the Communication Centre Inspector's monthly performance process.

- Refresher training – the Communications Centre Trainer to develop a refresher training programme.

Raising Awareness and Understanding

In general it is clear that members of staff could have a better understanding of how domestic violence incidents can escalate and ultimately lead to the loss of life. In the long term it is evident that mandatory training will do much to address this problem, however, the department must seek a short term solution. Therefore the following is recommended:

- Production of Know your Role guides
 - These guides will provide the following – the role and responsibilities of call handling and dispatch staff. They will provide a prompt to staff regarding the information that should be captured at call handling stage and actions required at dispatch stage. The guides will be produced in various formats, i.e. handy cards, posters and mouse mats. See appendices.
- Professional Development Days
 - These will include domestic violence awareness sessions. This best practice was commenced by the Communications Department in November 2005.
- Briefing to all Communications Centre Staff
 - Chief Inspector Pengilly will produce a briefing to ensure that all members of staff understand their roles, responsibilities and the level of performance required. The briefing will include findings from this research.
- Communication Centre Briefing Screens
 - The Quality & Compliance Team to utilise this facility in order to provide staff with regular updates and policy reminders.

Compliance with Force Policy

To ensure compliance with local Force Policy and National Standards, the following will be undertaken:

- Periodic monitoring of the transmission of information by dispatchers to operational officers. This will be undertaken by dispatch supervision and the Quality & Compliance team.
- Regular performance monitoring at call handling stage. The Quality & Compliance Team and call handling Team Leaders to carry out this monitoring.
- To underpin the above all members of Communication staff will be issued with user friendly guidance in relation to force policy and national standards. Importantly, this guidance will provide factual information regarding the effects of domestic violence and the consequences, should the Communication Centre Department fail to deliver an effective service (this guidance will be produced by the IMU Sergeant and the Quality & Compliance Team).
- The Communication Centre Quality Model will be used to detect when service delivery has fallen below the required standard. Remedial action will be taken to address the problem which may result in disciplinary action. It is evident that many members of staff are currently unaware of this model and the mechanism to highlight performance issues. To address this problem the Quality & Compliance Team will brief staff accordingly.

Incident Management

It is obvious that both Communications Centre and District Supervision have a vital part to play in the management of domestic violence incidents. Currently an ad hoc approach is adopted within the department and only high profile incidents are subject to scrutiny and assessment by relevant supervision. To ensure that all domestic violence incidents are handled in the same manner the following is recommended:

- On receipt of any domestic violence related incident the dispatcher will update both Communications Centre and District Supervision. This action will be endorsed on the Intergraph record.
- Outstanding Domestic Incidents i.e. priority ones. Dispatchers will be required to monitor such incidents and re-contact victims. By re-contacting the victim, dispatchers will establish whether the incident has escalated and if a more urgent response is required. It will also serve to provide the victim with reassurance and support. **During times of high demand dispatchers should be supported by their Supervision.**
- Communication Centre and District Supervision must assess and monitor ongoing domestic violence incidents. Their role will be to ensure that the incidents are managed effectively i.e. conduct a risk assessment, monitor outstanding incidents and ensure swift deployment of resources.

Appendix 3

**CLEVELAND POLICE
SERVICE IMPROVEMENT PLAN (SIP)**

SIP TRIGGER/PURPOSE: DOMESTIC VIOLENCE

SIP OWNER:

MONITORING FREQUENCY: 1ST DRAFT

MONITORING FORUM:

MONITORING OFFICER: SGT PRUDOM

date: **MAY 2006**

	RECOMMENDATION/AGREED OUTCOMES	RESPONSIBILITY	COMMENTS/UPDATE	<i>Timescale</i> FOR COMPLETION	MONITORING ARRANGEMENTS	<i>Status/END</i> <i>DATE</i>
1	<p>To undertake a programme work involving the departmental training co-ordinator and other agencies. This will lead to:</p> <ul style="list-style-type: none"> ▪ development of questioning skills ▪ improved effectiveness (obtaining first account, evidence/intelligence gathering including more detailed Intergraph records), ▪ officer safety ▪ call taker empathy when dealing with DV related incidents ▪ greater levels of trust and confidence amongst victims and increased reporting of such incidents. 	Shaun Baker/ Quality Team	<ul style="list-style-type: none"> ▪ Samaritans training arranged ▪ Mandatory DV training being delivered to all Comms Centre staff ▪ Call prompts being developed ▪ Production of 'Know Your Role' guides ▪ Staff attendance at Professional Development Days (DV input) ▪ Briefing from Ch Insp Pengilly to all Inspectors re roles & responsibilities etc. ▪ Use of LCD briefing screens to provide staff updates and policy reminders 	Short-term (0-6months)	Sgt Prudom	
2	<p>Linked to the demand management project (Insp Veitch), review of supervisory cover in order to determine minimum staffing levels, ensure consistency and continuity and help achieve organisational standards from an incident management and quality of service perspective.</p>	Insp Veitch	<p>Proposals contained within Demand Management document.</p>	Short-term (0-6months)	Sgt Prudom	

3	<p>Research has indicated that the quality of information passed from dispatch to frontline staff is often lacking in detail as, for example, Force intelligence systems have not been checked. Greater awareness amongst staff (awareness raising exercises i/c DTO) will lead to an improved service to the victim as officers attending incidents will be in possession of all relevant information. Officer safety will not be compromised.</p>	<p>Sgt Prudom/ Shaun Baker</p>		<p>Short-term (0-6months)</p>	<p>Sgt Prudom</p>	
4	<p>To ensure compliance with Force policy and national guidelines it will be necessary to conduct monitoring exercises from a quality viewpoint, in respect of both call taker and dispatcher functions. Staff will be issued with guidance to ensure adherence to policy/standards and quality and compliance will be subject of inspection as part of the Comms Centre quality intelligence model process. This will lead to the delivery of a professional service by Comms to both victims and officers attending DV scenes.</p>	<p>Quality Team/ Team Leaders</p>		<p>Short-term (0-6months)</p>	<p>Sgt Prudom</p>	

5	<p>Better management of DV related incidents by supervision is required to ensure that all events are handled in a consistent and appropriate manner having regard to all of the risks involved. The following action is necessary in order to achieve this:</p> <ul style="list-style-type: none"> ▪ All DV incidents to be brought to the attention of Comms supervision who will be responsible for conducting a risk assessment ▪ Priority 1 events will be monitored by dispatchers and victims will be re-contacted a periodic intervals until arrival of a police unit. This will allow for a review of our response if the incident has escalated and the provision of reassurance and support. 	Sgt Prudom		Short-term (0-6months)	Sgt Prudom	
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Appendix 4

Analysis of Management & Response to Domestic Violence Incidents - FEB 2007

Calltaking figures				
Total events checked	310			
Calls Monitored	105			
	Yes	%age	No	%age
Relevant questions not asked	283	91.3	27	8.7
Positive response given	293	94.5	17	5.5

Dispatching figures				
Total events checked	310			
Calls Monitored	10 days			
	Yes	%age	No	%age
CIS/DVS checks carried out	167	53.9	143	46.1
Officers deployed	291	93.9	19	6.1

Dispatch times				
Zero Priorities	Dispatched	%age	Arrived	%age
Under 2 mins	166	96.5%		
2-10 minutes	5	2.9%	155	93.4%
10-20 minutes	1	0.6%	14	8.4%
20-30 mins	0	0.0%	2	1.2%
30-60 mins	0	0.0%	1	0.6%
60+ minutes		0.0%	0	0.0%
Total	172			

Priority 1s	Dispatched	%age	Arrived	%age
Total events dispatched	95			
0-60 mins	65	68.4%	89	93.7%
60-120 mins	15	15.8%	3	3.2%
120-180 mins	6	6.3%	1	1.1%
180-300 mins	2	2.1%	2	2.1%
300-540 mins	4	4.2%	0	0.0%
540-1800 mins	3	3.2%	0	0.0%
1800- 2700+ mins	0	0.0%	0	0.0%
Delayed attendance over 2 hours	16			
Agreed responses (to be deducted)	1			
Supervision not informed	16	100%		
Victim not informed	13	81%		
Events with limited sequels	?	?		

Supporting Letter from Womens Support Network

WOMEN'S SUPPORT NETWORK

SUPPORT CENTRE

22 Hoylake Road
Saltersgill
Middlesbrough
TS4 3JL

Tel: (01642) 822331
wsnsupport@tiscali.co.uk

28 March 2007

Shaun Baker
Training Coordinator
Cleveland Police
Ladgate Lane
Middlesbrough

Dear Shaun

Re: Police Training- Domestic Violence

As you are aware I have been working with Cleveland Constabulary, attending on a regular basis as a guest speaker to deliver half day training as part of the Domestic Violence Training Programme.

The training has been ongoing for over 3 years now and I wanted to take this opportunity to thank you and your colleagues for the help and support I have received throughout this time.

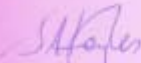
I have been involved in the training of Police Officers, PCSO's, Police Staff, Probationers and Special Constables and I have to say the response from both trainers and attendees from all departments has been second to none.

In addition I was delighted to be invited to talk at the 'Away Days' for Communication Staff, I felt this evidenced the commitment of Cleveland Constabulary to ensure the best possible response to Domestic Violence.

I am in no doubt that your enthusiasm and commitment to the Domestic Violence Programme is reflected in the increase in arrest rates and reporting of incidents as highlighted in the Evening Gazette in March last year.

Once again many thanks for your support and encouragement, which has enabled me to present 'the survivors perspective' to so many Officers, and Staff across the force.

Yours sincerely



Sue Hayles
Training & Support Officer



Supported by the Home Office and The Big Lottery Fund

Reg. Charity No: 1064568

Women's Support Network

Supporting Email from Samaritans

From: Steve Tollerton [mailto:s.tollerton@samaritans.org]

Sent: 16 April 2007 16:04

To: BAKER, Shaun (C7639)

Subject: RE: Training For Cleveland Police

Dear Shaun,

Many thanks for organising the recent Samaritans courses on Handling Difficult Telephone Calls for your Call Handlers.

The process of identifying training needs with Cleveland Police was very beneficial. Having your input on the diverse range of telephone calls received including those of a suicidal nature was fundamental in ensuring the success of the course.

My role as an external training provider was made much easier by the way you had not only organised the venues, facilities and refreshments for the training but that you also turned up early before each course to ensure that I had everything I needed. The way you personally greeted delegates on every training course and introduced the sessions was also much appreciated as not only did it make delegates feel very welcomed it also made my role easier in linking Samaritans skills to Cleveland Police.

On each of the five courses I ran I was very impressed with the way that Cleveland Police Call Handlers, especially those with many years of experience, were open to new techniques and skills. The excellent attendance rates, the level of participation and willingness to share experiences was testament to this and spoke a lot of the close working relationships shared and their dedication to their roles and responsibilities.

In summary it has been a very enjoyable and rewarding experience working with Cleveland Police and it would be a pleasure to do so again at any point in the future. Thank you Shaun.

Kind regards,
Steve

Steve Tollerton
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s.tollerton@samaritans.org

www.samaritans.org

Samaritans -The Emotional Support Charity (Registered Number 219432)

Samaritans offers 24 hour confidential emotional support to people in emotional distress including those who have suicidal feelings. To find out more or to make a donation please visit: www.samaritans.org