



Hampshire & Isle of Wight Constabulary and Thames Valley Police

Strategic Police & Fire Headquarters
Leigh Road
Eastleigh
SO50 9SJ

RE; Regulation 28 Report to Prevent Future Deaths- Meghan Irene Christmas who died on 20th October 2021

Thank you for your report to Prevent Future Deaths (hereafter the report dated 29th December 2023 concerning the death of Meghan Irene Christmas on 20th October 2021. In advance of responding to the specific concerns raised in your report I would like to express my deep condolences to Megan's Family and loved ones.

The Coroner has previously been provided with statements and live evidence from a Superintendent. This dealt with topics including the national position on transfer or enquiries/incidents, the National Police Directory, learning within the Constabulary and control room supervision. This evidence included the updated manner in which risk assessments are conducted following a system upgrade and the focus that on supervisory review of high risk incidents awaiting deployment, as well as being their availability to advise staff. Those matters are not set out again in this document. The following information is provided in order to update the Coroner with further detail and recent developments in relation to training and organisational updates.

Training

Staff in the police control room receive five dedicated CPD training days each year. The CPD training which was provided in 2023 to both supervisors and operators included THRIVE Risk Assessment and Re-assessment of Risk training as a training topic. Further details of these assessments are provided below.

In addition, control room supervisors attend two additional CPD briefing days each year, the most recent training day in November 2023. The Coroner has previously received evidence in relation to the Professional Development Portfolio (PDP) which is completed by newly appointed supervisors. This is a comprehensive portfolio dealing with incident management, handovers, briefings, and team

welfare/supervision. All supervisors are expected to complete the portfolio prior to being 'independent.' There is a distinct section on incident management, and it requires competence to be shown in an operational environment. This includes competency of incidents of the following type: *"High Risk Missing Person – Early identification of a High Risk missing person incident and ensuring appropriate initial lines of enquiry. Assisting FIM with initial command and handing over to duty R&P inspector when appropriate."* It also includes a unit on supervisor handovers and requires competency in relation to the handovers which includes, quick response to new incidents, handovers of incidents of note, and reviewing current, outstanding, and deployed incidents to get an overview and understanding of current work, with specific reference to priority incidents for deployment and offering guidance and support to controllers. It also requires competency in checking Control Room dispatch group (CWUN) for outstanding No apparent Risk grading (NAR) and other incidents of note, monitoring the OOC (Out of County) box, ensuring reviews of NAR missing persons are completed and onward tasked if required. The competency requires that all tasks are acknowledged and completed in a timely manner.

In December 2023, the PCR Operations Manager [REDACTED] set out clear guidance in terms of the expectations on supervisors, specifically in terms of their responsibilities to regularly review and reassess risk. Adherence and compliance against this is tracked by our Quality Assurance and Development Team which is referred to in further detail below.

The December 2023 guidance document was circulated to provide guidance to PCR supervisors in terms of Contact Management's expectation of supervisory reviews, for incidents being managed through the PCR in CMP, and what should be included within them, and to provide supervisors with a framework to help in the timely completion of their reviews.

The document set out that performance Management is a key accountability of PCR supervisors clearly outlined within their Role Profile. Relevant considerations from the Performance Management section of the role include but are not limited to the following: -

- Monitor and review incidents to ensure an effective and efficient response in accordance with performance guidelines utilising THRIVE principals and the NDM.
- Monitor demand from all routes into the Control Room and where necessary take proactive action to manage any apparent shortfalls in resourcing.
- Liaise with staff across the organisation but in particular with DPT Sergeants and Inspectors to optimise service delivery.
- Monitor and respond to service delivery demands using appropriate IT systems, primarily CMP.

- Support the management of major, critical or significant incidents including conducting dynamic risk assessments to ensure the safety of relevant persons.
- Complete Quality Assurance processes.
- Room Management – including set up of staff, staff roles and incident response.
- Ensure that Force Policies and working practices are adhered to, providing advice when necessary.

The December 2023 guidance also set out that although every incident is different and therefore supervisory input will vary significantly between incidents, the following points are required for consideration and inclusion on CMP as part of a supervisory review, unless there is good reason for any of the points not to be covered.

- Is the incident type correct.
- Is the grading appropriate.
- Is the incident appropriate for deployment through the PCR, would it be better suited for allocation via the Triage Hub or other specialist team.
- Is the THRIVE assessment appropriate, have any relevant points / considerations been missed.
- Has any re-THRIVE been completed, is one required.
- If relevant, have action plans been identified and followed.
- Have appropriate attempts to resource the incident been made.
- Are likely breaches of SLA identified in good time to allow for remedial action to prevent any breach.
- Has the escalation process been followed.
- If deployed, are the actions of attending officers appropriate (in line with the recently shared terms of reference).

A template was provided to assist supervisors completing each of these reviews and provided guidance on each of the steps above to ensure that each of the steps are properly considered.

Introduction of THRIVE Risk Assessments

In order to improve the quality of initial risk assessments as well as reassessment of risk in PCR, Contact Management adopted the THRIVE risk assessment model (October 2023). HMICFRS define THRIVE as *'a model used to assess the right initial police response to a call for service. It allows a judgement to be made of the relative risk posed by the call and places the individual needs of the victim at the centre of that decision'*. THRIVE refers to Threat, Harm, Risk, Investigation, Vulnerability and

Engagement. THRIVE is used both as an initial risk assessment tool but also by staff and supervisors in the PCR to reassess risk.

All staff were trained in THRIVE between October and December 2023.

Quality Assurance and Development Team (QuAD)

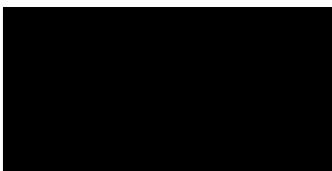
In 2021 Contact Management set up the QuAD team to provide continual audit and inspection of our call handling. This is a team of four staff, seconded from the department who are trained to conduct the audits. Results from the audits drive both individual, department and organisational learning.

In December 2023 the remit of the QuAD team was expanded so that we could audit incidents managed in the PCR as well as call handling. Importantly we now audit the quality of supervisory reviews and re-assessment of risk, providing immediate feedback to individuals. Audit results are also subject to scrutiny during a monthly Senior Leadership Team Performance Meeting.

'Your Call' Learning Publication

In January 2024, Contact Management launched its first 'Your Call' publication. 'Your Call' features a series of anonymised case studies where there has been learning for our staff. This provides another opportunity to upskill our staff, learn from mistakes and improve our service to the public.

Yours sincerely



Assistant Chief Constable

Joint Operations and Contact Management

Hampshire Constabulary & Isle of Wight Constabulary and Thames Valley Police