



PROFESSIONAL STANDARDS COMMITTEE

**THURSDAY 18 JUNE 2009 AT 1.30 PM
IN CABINET ROOM C, COUNTY HALL, PRESTON**

NB If you have any queries regarding the Agenda papers or require any further information, please contact Lizzie Heath on 01772 533589.

AGENDA

PART I (OPEN TO PRESS AND PUBLIC)

1 APOLOGIES FOR ABSENCE

2 DISCLOSURE OF MEMBERS INTERESTS

Members are asked to consider any personal/prejudicial interests they may have to disclose to the meeting in relation to any matters under consideration on the Agenda in accordance with the law, the Authority's Standing Orders and the Member Code of Conduct.

3 MINUTES OF THE MEETING HELD ON THE 13 NOVEMBER 2008

A copy of the Minutes of the meeting held on 13 November 2008 is enclosed for confirmation at item 3.

4 NOTE OF THE WORKING GROUP HELD 12 MARCH 2009

A copy of the Note of the Working Group held on 12 March 2009 is attached for confirmation at item 4.

5 MATTERS ARISING

In respect of Resolution 22/08 (2), the appointment of Independent Persons to Misconduct Panels had been completed and Lancashire now had access to a regional pool of 20 members for Misconduct Hearings.

In respect of Resolution 22/08 (3), training on Police Appeal Tribunals has yet to be undertaken.

There are no other matters arising from the Minutes which are not covered elsewhere on the Agenda.

INDEPENDENT CUSTODY / ANIMAL WELFARE SCHEMES

6 INDEPENDENT CUSTODY VISITOR RECORDS

The summary reports on custody visits to police stations carried out between December 2008 and April 2009 (inclusive) are presented at item 6. **Item 6 to follow.**

7 ANIMAL WELFARE SCHEME

The summary reports of visits carried out via the Animal Welfare Lay Visitors' Scheme between December 2008 and April 2009 (inclusive) are presented at item 7. **Item 7 to follow.**

8 BLACKPOOL CUSTODY SUITE

An update on work at Blackpool Custody Suite, including the timescales, contingency arrangements and resources available following completion of the work of work is presented at item 8.

PRESENTATION

9 ORGANISATIONAL LEARNING

A presentation on organisational learning will be provided by Sue Williams at the meeting.

ITEMS FOR INFORMATION

10 REVIEW OF PROTOCOL OF DIP SAMPLING

A report detailing the review of protocol for Members dip sampling complaint files is presented at item 10.

11 CONFIDENTIALITY AGREEMENT

A report detailing the proposed arrangements for the implementation of a confidentiality protocol is attached at item 11.

12 THE CONSTABULARY'S CONFIDENTIAL REPORTING SYSTEM - SAFEGUARD

A verbal update will be provided at the meeting.

13 ANALYSIS OF COMPLAINTS

Part I of the analysis of complaints recorded/finalised between 1 April 2008 and 31 March 2009, including details on the timeliness of complaints and the number of appeals against resolutions is presented at item 13.

14 INSPECTION OF FINALISED COMPLAINTS

Members have been asked to view files of complaints finalised between the 1 January and 31 March 2009. Members are invited to comment at the meeting on the Constabulary's procedures for handling and investigating complaints in respect of the files they have viewed.

15 ANNUAL REPORT ON COMPLAINTS AGAINST CHIEF OFFICERS

An annual report on complaints against Chief Officers is presented at item 16. A verbal update on the review of procedures against senior officers will also be provided by Ian Dickinson at the meeting. **Item 15 to follow**

16 IPCC'S LEARNING THE LESSONS BULLETIN

A copy of the IPCC's Learning the Lessons Bulletin is presented at item 16.

18 URGENT BUSINESS

An item of urgent business may only be considered under this heading where, by reason of special circumstances to be recorded in the Minutes, the Chair of the meeting is of the opinion that the item should be considered at the meeting as a matter of urgency. Wherever possible, the Chief Executive should be given advance warning of any Member's intention to raise a matter under this heading.

19 DATE OF NEXT MEETING

The next meeting of the Committee is scheduled to be held at 1.30 pm on Thursday 3 September 2009. Please note that the meeting will be held as a Working Group and will be held at Constabulary Headquarters, Hutton.

20 EXCLUSION OF PRESS AND PUBLIC

The Committee is asked to consider whether, under Section 100A(4) of the Local Government Act, 1972, it considers that the press and public should be excluded from the meeting during consideration of the following item of business on the grounds that there would be a likely disclosure of exempt information as defined in the appropriate paragraphs of Part I of Schedule 12A to the Act, as indicated against the heading to the item, and the public interest not to disclose it outweighs the public interest in disclosing it.

PART II (PRIVATE AND CONFIDENTIAL)

ITEMS FOR INFORMATION

20 ANALYSIS OF COMPLAINTS

(NOT FOR PUBLICATION – Exempt information as defined in Paragraphs 1 and 2 of Part I of Schedule 12A to the Local Government Act 1972.)

Part II of the analysis of complaints received between 1 April 2008 and 31 March 2009 is presented at item 20.

Miranda Carruthers-Watt
CHIEF EXECUTIVE



PROFESSIONAL STANDARDS COMMITTEE

MINUTES

MEETING HELD ON THURSDAY 13 NOVEMBER 2008, AT 1.30 PM AT COUNTY HALL, PRESTON

PRESENT:

Mr S Sarwar – In the Chair

Mr D Edmundson
Mrs A Webster

IN ATTENDANCE:

Detective Chief Superintendent C Tattum	Professional Standards Department
Detective Superintendent M Leveridge	Professional Standards Department
Mrs C Parmenter	Preston City Council
Mrs B Wood	Chief Executive's Office
Miss L Heath	Chief Executive's Office

APPOINTMENT OF CHAIR FOR THE MEETING

In the absence of the Chair and Vice Chair, the Committee nominated Mr S Sarwar to Chair the meeting, as set out at paragraph 5.3 of the Authority's Procedural Standing Orders.

APOLOGIES FOR ABSENCE

Apologies for absence were received on behalf of Councillor Bell, Mrs Hendrix JP, Ms McGirr; and Ms Carruthers-Watt, DCC Cunningham, Mrs Harrison and Inspector Croll.

APPOINTMENT OF CHAIR AND VICE CHAIR

16/08 RESOLVED: - The Committee noted that the Police Authority, at its meeting on 8 October 2008, had appointed Ms McGirr and Councillor Bell as Chair and Vice-Chair respectively for the remainder of the administrative year.

MEMBERSHIP OF THE COMMITTEE

The Committee noted its Membership for the remainder of the administrative year and welcomed Mrs Hendrix JP and Mrs Webster to the Committee.

17/08 RESOLVED: - The Committee noted its Membership for the ensuring year.

MINUTES OF THE MEETING HELD ON 19 JUNE 2008

18/08 RESOLVED: - That the Minutes of the last meeting be confirmed as a correct record and signed by the Chair.

NOTE OF THE PROFESSIONAL STANDARDS WORKING GROUP HELD ON 4 SEPTEMBER 2008

19/08 RESOLVED: - That the note of the Working Group held on the 4 September 2008 be noted.

LANCASHIRE POLICE AUTHORITY'S VOLUNTEER SCHEME

The Committee received a report on Lancashire Police Authority's Independent Custody Visitors and Animal Welfare Schemes. The report set out the appointment process for the Volunteer Schemes and a summary of issues raised through the Schemes for the Committee's attention.

Due to the changes to the Committee structure the reporting process for both ICV and Animal Welfare Schemes had been amended to allow for a more strategic overview of the issues.

Members welcomed the new summary of issues, but were concerned that the complete visiting reports would no longer be received. It was requested that both the reports and the summary be provided to future meetings so that Members could ensure that all relevant issues were being dealt with.

20/08 RESOLVED: -

1. That the report be noted.
2. That the Volunteers Appointment Panel be delegated authority to appoint volunteers to the Independent Custody Visitors and Animal Welfare Schemes.
3. That it be requested that County Councillor Jones raise the concerns of the ICVs with the Divisional Commander regarding the cell temperature at the Lancaster Custody Suite at the next Northern Division quarterly performance review meeting.
4. That future reports include the summary of issues, together with a copy of the visiting reports.

LANCASHIRE CONSTABULARY'S POLICY ON ACKNOWLEDGING COMPLAINTS

Detective Superintendent Leveridge updated Members on the Constabulary's policy on acknowledging complaints. A new computerised system had recently been implemented where all complaints were scanned into the system and acknowledged within 24 hours. Once the complaint had been considered fully, further correspondence would be issued.

Members welcomed the new system. They commented that a recurring issue had been highlighted when finalised complaints had been viewed. The issue was in relation to the length of time taken to acknowledge complaints. Detective Superintendent Leveridge was confident that this would be rectified under the new system.

21/08 RESOLVED: - That the report be noted.

POLICE (CONDUCT) REGULATIONS 2008 AND POLICE (PERFORMANCE) REGULATIONS 2008

A report was presented to the Committee on the introduction of the new Police (Conduct) and (Performance) Regulations 2008; setting out the main implications for the Authority.

22/08 RESOLVED: -

1. That the report be noted.
2. That the Chief Executive be authorised to undertake the arrangements to appoint Independent Persons of misconduct panels to a regional pool.
3. That, as agreed by the Authority, the Chairs and Vice Chairs of the Police Authority, Human Resources Committee and External Relations Committee be trained to represent the Authority on Police Appeals Tribunals.

INDEPENDENT POLICE COMPLAINTS COMMISSION (IPCC) REPORT ON COMPLAINT STATISTICS 2007/08

The IPCC's report on Complaint Statistics for England and Wales during 2007/08 was presented to the Committee.

Detective Superintendent Leveridge reported that Lancashire was performing well and he was not aware of any areas of concern.

23/08 RESOLVED: - That the report be noted.

INDEPENDENT POLICE COMPLAINTS COMMISSION (IPCC) REPORT ON ROAD TRAFFIC INCIDENTS

The Committee received an update on Lancashire's position against the IPCC's report on road traffic incidents including agreed timescales for completion of all recommendations.

24/08 RESOLVED: - That the report be noted.

ANALYSIS OF COMPLAINTS

Members received Part I of the analysis of complaints recorded / finalised between 1 April and 30 September 2008.

Mr Edmundson thanked the Constabulary for the report but was surprised that there were no exceptional issues raised in regard to the decrease in the numbers of complaints recorded in Western Division. These were significantly lower than in the other divisions. Detective Superintendent Leveridge reported that the issue had already been actioned and a report would be brought to the Committee's next meeting.

Members also had concern over the number of complaint allegations in relation to lack of fairness and impartiality by officers. The number was relatively small, although fairness and impartiality were integral to the role of officers. Members queried if this was something that could be dealt with through training and by setting out the exact standards expected of a police officer. Detective Chief Superintendent Tattum reported that he had been working closely with the Head of Training and they were looking to feed into the officer induction course (Initial Police Learning and Development Programme). One possibility being considered was to utilise 'talking heads' DVD's of former officers who had lost their job due to inappropriate action(s). It was envisaged that this

would give a real example of what could happen if officers didn't maintain standards. It was agreed that a report would be brought to the next meeting.

25/08 RESOLVED: -

1. That the report be noted.
2. That a report be brought to the Committee's meeting on the 18 June 2008, on the year to date decrease of complaints in Western Division.
3. That a report be brought to the Committee's meeting on the 18 June 2008, on the increase of complaint allegations in relation to fairness and impartiality.

INSPECTION OF FINALISED COMPLAINTS

Members had viewed files of complaints finalised between 1 July and 30 September 2008, including a common file which had been selected by the Chair. Members commented on the Constabulary's procedure for handling complaints in respect of the files they had viewed.

Members were satisfied that procedures had been followed but were concerned over the untidiness of the common file which had been viewed by all Members. Detective Chief Superintendent Tattum expressed disappointment at the untidiness of the file as a lot of work had gone into ensuring a good standard for all files. Meetings had been arranged with the officers involved.

Members also commented that whilst Mrs Yates at the Professional Standards Department was extremely helpful in explaining what Members needed to do when inspecting the finalised complaints. However, it was pointed out that there had been no briefing from the Authority and the Officers present from the Chief Executive's office undertook to review this.

Mrs Webster was also surprised that, in one of the files that she viewed, the Local Resolution report was not automatically sent to the officer involved, but that it could be requested. She felt this could cause extra stress to the officer following the complaint process. Detective Chief Superintendent Tattum explained that it was normal procedure to send the report out automatically to both the officer and the complainant and he would look into the reasons why this had not happened in this case.

26/08 RESOLVED: -

- 1) That the report be noted.
- 2) That the Authority's Chief Executive's office provide appropriate guidance on reviewing complaints files to the new Members of the Committee.

DATE OF NEXT MEETING

27/08 RESOLVED: - That it be noted that the next meeting would be held as a Working Group on Thursday 4 March 2009 at Police Headquarters, Hutton. The Working Group would consider in-depth the lessons learnt. The next formal Committee meeting would be held on Thursday 8 July 2009 at County Hall, Preston.

EXCLUSION OF PRESS AND PUBLIC

28/08 RESOLVED: - That the press and public be excluded from the meeting during the consideration of the following item of business on the grounds that there would be a likely

disclosure of exempt information as defined in the appropriate paragraphs of Part I of Schedule 12A to the Act, as indicated against the heading to the item, and the public interest not to disclose it outweighed the public interest in disclosing it.

PART II (PRIVATE AND CONFIDENTIAL)

ANALYSIS OF COMPLAINTS

(NOTE – Exempt information as defined in Paragraphs 1 and 2.)

The Committee received Part II of the analysis of complaints received between 1 April and 30 September 2008, setting out details of: civil claim cases, suspended officers/staff, significant investigations and the current control strategy.

29/08 RESOLVED: - That the report be noted.

MIRANDA CARRUTHERS-WATT
CHIEF EXECUTIVE

PROFESSIONAL STANDARDS WORKING GROUP

MEETING HELD ON THURSDAY 12 MARCH 2009, AT 1.30 PM IN CABINET ROOM C AT COUNTY HALL, PRESTON

NOTE OF MEETING

PRESENT

Ms P McGirr - Chair
Councillor G Bell
Mr D Edmundson
Mrs F Hendrix

IN ATTENDANCE

Mr M Cunningham	Deputy Chief Constable
Ms M Carruthers-Watt	Chief Executive
Mrs A Harrison	Monitoring Officer
Ms N Noone	Head of Legal Department
Detective Superintendent M Leveridge	Professional Standards Department
Mrs C Brown	Civil Claims Solicitor
Mr I Dickinson	Committee Administrator

APOLOGIES FOR ABSENCE

Apologies for absence were presented on behalf of Mr S Sarwar, Mrs A Webster and Detective Chief Superintendent C Tattum.

THE LANCASHIRE CONSTABULARY'S LEGAL DEPARTMENT

The Head of Legal Services gave an overview on the staff structure and scope of work undertaken by the Constabulary's legal department.

As part of the pro-active work undertaken around Neighbourhood policing and citizen focused work, which was recognised as the best in the Country, the Working Group noted that regular advice was given on Police Powers. In this regard it was considered that there was merit in providing advice to Members of CDRPs on the powers of other agencies through a case study approach to demonstrate partnership working similarly to that of MATAAC.

The Working Group welcomed the knowledge that solicitor and staff time spent dealing with cases was recorded to assist the Constabulary with cost recovery.

In addition to the pro-active work undertaken by the legal department, the Head of Legal Services also highlighted the department's resilience in dealing with a varied workload as well as a number of further areas of proficiency which the department was well capable of undertaking.

The Working Group was also informed that the Legal Department undertook a substantial amount of legal training of Police Officers and staff. In addition the Head of Legal Services was the current Chair of the National Association of Police Lawyers and that the department had achieved the Lexcel Accreditation which was the Law Society's benchmark of quality.

Finally the Head of Legal Services was currently reviewing the processes in place to deal with Misconduct to ensure that costs for legal advice are better co-ordinated within the Force.

CIVIL CLAIMS

Carolyn Brown led a discussion on Civil Claims and the lessons learnt process within the Constabulary.

The Working Group appreciated that not all civil claims resulted in large payouts. On occasions, it could be the claims resulting in small payouts that had a significant impact on the reputation of the Constabulary and therefore, it was imperative to involve the Authority at an early stage and share that risk. It was agreed that a report should be presented to the next meeting of the Professional Standards Committee to discuss the format and content of information to be provided on Civil Claims along with the procedure for delegated authority and the use of the Urgent Business procedure.

The Working Group also agreed that there was a scrutiny role for the Professional Standards Committee to further understand the process activity of the Constabulary. It was agreed that Ms McGirr, Mr Edmundson and Carolyn Brown should meet to further discuss the future role of the Committee in relation to the scrutiny of civil claims in order to report any issues into the Scrutiny Plan. A further report would be presented to Professional Standards Committee in due course on the outcome of the discussions on the lessons learnt and scrutiny.

Finally it was suggested that the Lexcel practice management standards could be adapted to assess committee type processes.

TASER

The Working Group received a presentation and demonstration of the use of Taser.

Developed in the 1960's, the Taser was first deployed in Lancashire in 2005 and is currently only carried by authorised firearms officers.

From September 2007, a 12 month national trial was undertaken in ten forces looking to extend the use of Taser to non-firearms officers. In February 2009 the Lancashire STCG approved the extended use of Taser by support unit and specially trained response officers (approx 280 officers).

The Working Group noted that the Constabulary was undertaking a scoping exercise to determine the most suitable model for Lancashire, following which, nominated officers would undertake a 3 day training course with annual qualification thereafter. Although funds have been provided by the Home Office for 150 Taser units there was no current funding available to cover training costs.

The Working Group noted that post incident the Constabulary's first priority was the after care of the person subjected to a Taser discharge and therefore, any person must be seen by a doctor. The Working Group asked that prior to any future role out of the extended use of Taser in

Lancashire, guidance should be re-issued to all health care agencies (A&E and Walk-in-Centres) as well as custody staff.

It was appreciated that whilst no role out date had been agreed for Lancashire, the Working Group asked the Chief Constable to present a further report to a future meeting of the full Authority on the national pilot and implementation in Lancashire. There was some concern that the extension to the use of Taser would attract some negative publicity and the Working Group suggested that the report to the Police Authority could be used to publicise the positive benefits of the deployment of Taser as a less lethal option.

**MIRANDA CARRUTHERS-WATT
CHIEF EXECUTIVE**

PROFESSIONAL STANDARDS COMMITTEE

18 JUNE 2009

PART I

BLACKPOOL CUSTODY SUITE

Issue for Consideration

This report provides an update on the following areas:

1. The timescale of work and what contingencies will be in place whilst the work is ongoing
2. What resources will be in place following the work
3. What impact test on arrest is having?

Information

This report has been produced following concerns raised by Independent Custody Visitors at their conference on the 16 May 2009.

On 1 April 2009 Blackpool moved from test on charge to test on arrest. In order to receive Home Office approval alterations to Blackpool custody suite had to be put in place to ensure there were sufficient drugs testing and assessment rooms, which basically involved increasing the number of rooms from two to three. This was completed on time and funded by the division.

In order to increase cell capacity, agreement was made for six Blackpool and Fylde Magistrates Court cells to be renovated to a standard useable for detainees of low risk. It has been agreed with G4S Court Services and the court itself that detainees who are charged and bail refused to attend court will be housed in these cells. This work was completed prior to April and we are currently arranging agreement that they can be used as part of the designated custody office.

The main part of the improvements included the redesign and improvement to the processing area and the increase in cells by the addition of the pod in Richardson Street garage. This is still with HQ estates who are progressing the plans and carrying out feasibility inspections.

Steve Hodkinson, Head of Estates has provided the following update:

Following the reversal on the decision of the division's preferred option (1) a full redesign has taken place and a sketch scheme has now been produced. This is in line with the suggestion to remove the major load bearing re-inforced concrete wall adjacent to two cells to create a larger charge area, a new charge desk and have two observation cells.

Unfortunately this proposal does involve the expensive relocation the CCTV equipment, something we were trying to avoid if possible and quite extensive structural works. This is an issue yet to be fully resolved and the structural engineers have been researching old microfiche plans of when the building was constructed to try and understand where the main supporting structures in this area are and come up with an economical design solution for their removal. We hope to have this concluded in the next two weeks at which time I will meet with you and go through the proposal in detail and with some certainty that it is actually achievable. We may also be able to have an early opinion from the Home Office. At this stage, if you are happy with the plan, I will ask you (or the Divisional Commander) to sign it off "as approved."

With regards to the custody suite remaining open whilst the works are taking place my view is still the same, that this is not an option. The noise and disruption from the construction works will make working in the area intolerable for staff. I want to avoid the situation where the contractor is constantly being asked to stop work, resulting in additional expense and delay, because the custody staff can't hear themselves think or are receiving complaints from detainees and their solicitors. Notwithstanding this I understand the difficulties that closing the area for the whole or part of the contract period will cause. As a result we have also looked at this and come up with a new proposal that we think may work operationally. Please note this will not alleviate the problems mentioned above. Briefly this involves taking delivery of the new cell pods, linking them into the existing custody suite and setting up a front end custody charge desk area in a portakabin linked to the new cell pods. All this would be in the Richardson Street entrance internal courtyard and will allow the public enquiry area to remain fully operational and is we believe a cost effective solution although I must point out that it is a significant compromise on working conditions. I can show you this more clearly on the drawing when we meet. I would also add that the CCTV system in the cells will not be operational for a significant period while the works are taking place.

At this stage it is not possible to be too accurate with a start date as there are a number of variables outside our control, for example manufacture and delivery of the new cell pods, structural implications, planning permission etc. My best ESTIMATE (this may be revised) is that we could be in a position to start on site around October time with the enabling work i.e. installing the cell pods and setting up the temporary charge area. This will be immediately followed by the internal remodelling of the custody area which we estimate will take around eighteen weeks, including re-commissioning all the ICT systems. It is essential that everything is working and tested before you re-occupy the area. We will of course take our lead from you regarding the actual programming of the works.

There are a couple of other issues that I should bring to your attention.

The first is that the scheme as proposed now is radically different from that originally requested by the division and against which the capital budget was prepared. Re-locating the CCTV at a cost of around £30k is one element of this. The outcome is that it is looking less and less likely that the portakabin office on top of the custody pods will be affordable. Perhaps the division should start thinking about placing these staff in an alternative location.

The second is the revenue cost required to staff the increased custody area. I recall from the original paper that this was in the region of £900k per annum. Has this issue been resolved yet? Whilst I am happy to proceed with the design up to tender stage i.e. around the middle of July, I would not be prepared to enter into a contract (without Chief Officer's approval) for several hundred thousand pounds for a facility that the division could not afford to staff.

When the improvements have been carried out Blackpool will have an increased number of processing areas from two to four, increase in interview rooms from four to six and cell capacity of 46. Two of these cells will be observation cells, which will reduce the need for police officers and CDOs to carry out constant supervision on detained persons. The additional capacity will reduce the chance of overspill and therefore officers travelling with detained persons to other custody suites in Lancashire

The complex layout will still cause some problems in that there will be the processing area, main cell area, cell pod, two cells on first floor and the court cells.

This leads directly onto staffing. Working as 8 hours being the working day there are 12 custody officers. 10 work on full shifts in teams of 2 on a 5 week rota. The officers show a tremendous amount of flexibility to either have shifts deviated or work vast amounts of overtime to keep the custody office working. Due to the numbers of officers available it is a regular situation that custody officers find themselves in sole control of the custody office, meaning 1 custody officer in charge of 32 detainees.

The other two custody officers are responsible for managing part IV bail and try to prevent it entering the main office as there can be 20 plus a day. They work a mixture of days and evenings and perform other duties at my request including varying their shift from days to full nights to cover the custody suite. They also have responsibility for other administration and perform the duty states for the custody complex.

A risk assessment has been completed in relation to custody officers staffing levels as part of the business case for expansion. It also identifies that in order to gain all the advantages of the processing area redevelopment we will need to increase custody officers from 12 to 16. This would be in line with Blackburn custody office, who have a similar throughput as Blackpool, but do not have the layout issues and they do not have test on arrest.

The numbers of Custody Detention Officers contracted as a minimum level to staff Western Division Custody Office varies according to the day and time, the levels being a minimum of three and a maximum of 5 officers. The four teams are set at two teams of five and two teams of six (including two county float CDOs) plus a CDO Team Leader. This is to allow G4S to hit the contracted levels on most occasions thus avoiding penalty charges for breaching the contract. Western Division was the first division to use CDOs in the custody office, they were provided initially by Wakenhut in 2002. Westerns contracted levels have remained the same since that date.

Each year it has proved more difficult to perform the tasks required as changes have occurred to custody policy and procedures, some are relevant to Western only whilst others are county and national.

Since the arrival in 2002 the following has occurred: -

- Until 2008 there has been a year on year increase in people entering Westerns custody suite, increasing on average by 5.6%.

- Blackpool custody has gradually changed to a point where well over a third of its detainees are unfit for their rights due to alcohol or drug use or a mixture of both. This is compared to approximately 20% in other custody suites. This means that more frequent irregular visits are required and then recorded.
- Livescan is restricted to CDOs therefore only they can take fingerprints, photograph, descriptives and DNA.
- CDOs perform all searching of detained persons and record their property.
- The imposition of the Guidance on the Safer Handling and Detention of Persons in Police Custody has led to many more processes and tasks. Lancashire is expected to be 100% compliant in this area.
- CDOs take footwear impressions.
- The layout is spread therefore increasing travelling times to visits therefore requiring more staff.
- Test on charge, meaning that 80 drugs tests a month took place, taking twenty minutes each. The Home Office has provided £268,000 to perform this initiative.

Test on Arrest

It was decided by the Home Office that test on charge will no longer be an option open to police forces, so those performing the initiative either had to stop doing the test altogether or move to test on arrest. Clearly Blackpool decided to move to test on arrest.

The impact of introducing test on arrest, looking at the month of April, has seen a move from an average 80 tests of approximately 20 minutes each, to 197 in April 2009, an increase of 2340 minutes work or 39 hours. It is anticipated that the numbers of drugs tests will raise to around 350 a month based on previous years arrests, this equates to an extra 5,400 minutes extra work or 90 hours a month.

The custody sergeants have additional paperwork to complete which adds to the problem of queuing.

If a person tests positive then they will attend an initial assessment which average around 30 minutes. This assessment takes place in the custody office by trained drugs workers. However they require a CDO escort. In April 53 detainees tested positive therefore creating an increase of around 1590 minutes or 26.5 hours (This did not occur with test on charge as no initial assessment was carried out). This equates to a 26.9% positive test rate, if this is transposed onto 350 tests it equates to approximately 94 positive tests or 47 hrs extra work.

A risk assessment has been completed in relation to CDO staffing levels as part of the business case for expansion. The risk assessment identifies the affects of the increases in capacity and workload, including test on arrest and recommended an increase of minimum CDO levels of 7 from Monday night shift inclusive to the end of the day shift on Friday with a minimum of 8 on duty for the remainder.

Consideration has been given to ways in which Western Division can increase the staffing levels of both custody officers and CDOs. For example Northern division were asked to consider the option of closing Fleetwood custody with their staff and prisoners coming to Blackpool. Although

this meant a potential increase of 3500 detained persons the increase in staffing and improvement in processing area would be able to cope with it. Northern division have decided not to take up the offer.

Decision Required

The Committee is asked to note the report.


Background Papers

Nil

Report Author

Name: Ch Insp K Simister

Organisation: Lancashire Constabulary Western Division

 01253 607288



PROFESSIONAL STANDARDS COMMITTEE

18 JUNE 2009

CASE-SAMPLING PROTOCOL

(Appendices A and B refer)

PART I

Issue for Consideration

A protocol setting out the arrangements for reviewing completed complaint files.

Information

Police Authorities have a statutory duty to scrutinise matters relating to complaints and misconduct involving police officers and police staff. The Police Act 1996 (s.77) and the Police Reform Act 2002 (s.15) places a specific duty on Authorities to keep themselves informed of matters relating to the handling of complaints.

These procedures are intended to assure public trust and confidence by embedding transparent and structured processes for the Authority's Committee to discharge that element more effectively, as part of its overall function.

Guidance from the Association of Police Authorities (APA) lists a number of key activities amongst which is a recommendation that complaints files be reviewed on a "dip sampling" basis.

The volume of complaints makes it impractical for the Authority to check that every complaint case has been managed appropriately. Dip sampling completed complaint files allows the Authority to monitor the Constabulary in this area and to make an assessment about the degree to which it is satisfied with the Constabulary's complaint management processes.

The Terms of Reference for the Professional Standards Committee of Lancashire Police Authority include;

"to receive reports from Members on the Constabulary's procedures for handling and investigating complaints in respect of the files on finalised complaints that they have viewed."

CURRENT PRACTICE

The Authority has an established dip-sampling process, the outcomes of which are reported to the Professional Standards Committee. The approach adopted by the Committee has been to set aside a period of time, generally an hour, prior to each meeting to review a randomly selected number of completed complaint files. However, until now there has been no written protocol.

PURPOSE

The draft protocol has been written to :

- Formalise existing arrangements;
- Define more clearly the issues for Members to consider when inspecting files;
- Raise the profile of diversity criteria in the selection of cases to now include all equality strands and human rights.
- Comply with best practice as identified in the Association of Police Authorities (APA) guidance on the role of police authorities in the oversight and scrutiny of professional standards matters.

Procedure:

The Police Authority will undertake quarterly reviews of complaints received by the Professional Standards Department.

The categories of complaint for audit at:-

- Independent Police Complaints Commission supervised complaints against Police
- Complaint of discrimination
- One of each of:-
 - Irregularity in evidence/corruption
 - Use of Force/Abuse of Authority
- Internal Misconduct allegation (where papers are available)
- Complaints relating to a particular trend or disproportionality in a particular division/department.
- Complaints relating to direction and control of the force. Home Office guidance (issued 12/04/2005)
- Complaint extending beyond 120 day limit.

(These will be files in the above category completed in the previous 6 months)

In addition, the Police Authority members may also view current or pending files in the above categories and, where the opportunity allows, he/she may discuss the progress of the case with the Investigating Officer. In addition, the Head of the PSD may request a nominated member to oversee a particular investigation if political, sensitive or public interest implications may exist.

Quality Control

The Police Authority may consider the following quality indicators in assessing complaint/misconduct files (Appendix A)

- Timeliness (i.e. within agreed deadlines)
- Presentation
- Communication with complainant
- Management of sensitive issues e.g. racism, human rights.
- Welfare of Officers subject of complaints who have been suspended from duty.
- Communication with Division/Department
- Liaison with Crown Prosecution Service and IPCC.

Confidentiality

This protocol sets out a broad framework for inspection by the Police Authority members that are intended to provide a more open and transparent examination of the Professional Standards Department processes. It must be emphasised that disclosure of this information is in the strictest confidence and is subject to the principles of the Criminal Procedures and Investigations Act 1996, The Official Secrets Act 1989, Data Protection Act 1984 and Human Rights legislation.

Members will be required to sign Confidentiality Notices prior to examining both closed and open cases.

Certain active investigations may be deemed too sensitive for inspection. Such cases will be decided on by the Head of PSD.

When assessing the potential impact or indicated effect of policing processes, methods, procedures or policy upon race equality, consideration will at the same time be given to ethnic or national origin, race, colour, or nationality.

Where an impact is also identified on other minorities, or on issues of religious belief, gender, sexual orientation, disability, age and social background, then this will also be reported on where appropriate.

In conducting dip-sampling under this protocol it is important members should not attempt to review the appropriateness or otherwise of the conclusion reached in any individual case.

Direction and control file documentation will also be provided for the purpose of dip sampling checks to ensure that complaint matters are correctly categorised in accordance with this procedure and Home Office guidance.

To minimise the impact on staff within the section it has been agreed that Committee members will liaise with a single Officer on each occasion.

Proportion of Files

The Committee is advised to review a proportion of completed complaint files that it believes to be representative of the total. Current practice is for all files to be made available and for Members to review as many as they can within a set time frame. The Committee currently receives an average of 24 files per meeting.

To provide some continuity, the Committee is invited to consider setting a number or a percentage of the total number of files to be dip sampled. It is suggested that the size of the sample be reviewed annually at the Committee's first meeting of the year.

Representativeness of Files.

Files should include a mixture of categories of complaint (locally resolved, substantiated, unsubstantiated, discontinued and withdrawn) and types of complaint (e.g. incivility, oppressive conduct, discriminatory behaviour, etc) that are representative of the total number of completed complaints.

Professional Standards will provide a representative sample of files for review. However, it should be noted that a complaint file could include any number of different complaint types.

Additional Information

On occasions it is necessary for additional information to be provided by Professional Standards before a Member can come to a firm conclusion about the appropriateness of the process that has been followed in a particular complaint case. It is recommended that a 'Register of Requests' for outstanding information be maintained by the Secretariat so that requests can be tracked and followed up.

Statement

Following the dip sampling process, Members provide a single statement to the Committee to confirm that the Force's complaints files have been dip sampled. The statement should also indicate whether the results of the review show that the Force's complaints management processes are operating effectively and whether Members are confident there are no shortcomings in the Force's operations in this area. The Committee might wish to consider recommending the Authority to make a similar statement in its Annual Report.

The statement should also incorporate any recommendations for improvement, including lessons learned for individual officers, the complaints process or wider organisational processes. The Committee should also seek evidence of the implementation of any recommended changes.

Annual Review

An annual summary of findings will be sent to the IPCC and APA for consideration and to enable information sharing amongst authorities. An annual meeting will be held with the IPCC Regional Commissioner. With the agreement of the Chairman, the commissioner is also invited to attend meetings of the committee on an ad hoc basis to address members on a particular matter.

Training

In order to conduct the dip sampling process effectively, Members need to be briefed on the basic requirements of the complaints and discipline processes, and the areas to consider in assessing the quality of case files. This issue is addressed to some extent by the attached guidance at Appendix A. However, it might also be appropriate for members appointed of the Committee to receive refresher training at the next scheduled meeting of the Professional Standards Working Group on the 3 September by the appropriate officers from Professional Standards on the Force's complaint management processes. This is particularly important for any new members prior to taking up their duties as members of the Committee.

Record of Dip Sampling

The draft 'record of dip sampling' attached at Appendix B reflects the emphasis placed on recording requests for additional information. The form should only be completed and attached to the case files by Members once the process is complete and there are no outstanding information or lines of enquiry. It is recommended that the Committee adopt the new record of dip sampling.

Outputs

Following the case-sampling, members will at the first instance, bring any concerns or questions they may have about processes or procedures to the attention of the Investigating Officer and/or Head of Professional Standards or, in their absence, the Deputy Chief Constable.

They will also draw significant issues to the attention of the next Professional Standards Committee in the “Inspection of finalised complaints” part of the Professional Standards Committee’s Agenda and the Head of Professional Standards or the Deputy Chief Constable will respond to members, as appropriate, with advice and explanations.

In addition to the above, the Member’s report will also indicate their satisfaction with the sampling visit, the application of the checklists and the outcome of the sampling exercise.

Financial Implications

None specific

Legal and Human Rights Considerations

As set out in the report.

Personnel, Equal Opportunities and Diversity Issues.

This approach gives the opportunity to highlight any emerging issues

Review Arrangements

The Committee may review its case sampling process as any time.

Decision Required

1. The Committee is asked to approve the arrangements for dip sampling completed complaint files.
2. Members appointed to the Committee to receive training at the next scheduled Working Group of the Professional Standards Committee on the 3 September by the appropriate officers from the Professional Standards Department and Chief Executive's Office on the Force’s complaint management processes.

Background Papers

Professional Standards Committee Terms of Reference
APA Guidance – The role of the Police Authority in the Oversight and Scrutiny of Professional Standards matters.

Report Originator

Name: Mr Ian Dickinson
Organisation: Lancashire Police Authority
☎ (01772) 533462

APPENDIX A

	Area to Review	Checks to make
1	Whether the complaint addressed correctly under the relevant legislation	Should it have been referred to the IPCC?
2	Complaint form	Completed correctly with sufficient information?
3	Covering report submitted by officer completing complaint form	Is there sufficient information to detail the complaint and the officer if identified?
4	If the complaint is deemed a 'direction and control' issue	Is there sufficient justification for the complaint to be considered a 'direction and control' issue? Is the matter being complained about the result of an officer adhering to Force policy or was it an issue of that officer's actions/judgement? The more senior the officer, the more likely it is that the complaint relates to a decision they have made about setting or interpreting policy rather than what that policy is. Care should be taken in determining whether Direction and Control is actually that rather than a senior officer making poor or inappropriate judgements.
5	Acknowledgement of receipt of complaint	Letters to complainant on receipt – timely and responsive in terms of process description, rights and force standards? Is the investigating officer identified to complainant?
6	Subject officer issued with notice detailing what they can expect from the investigation and how it will be handled?	Timely? Is sufficient detail on notice to reflect the nature of the complaint? Is the officer advised personally that a complaint has been made prior to him/her receiving official notice?
7	Initial contact with complainant by investigating officer	Timely, sufficient and appropriate communication, responding given any particular needs of the complainant (eg. illness, language)?
8	If locally resolved or dispensed	Was process followed and fully documented? Was decision to resolve locally justified?
9	If withdrawn	Was it appropriate to withdraw? Did the complainant understand the complaints process?
10	Complainant's statement	Does it clearly define the complaint and complainant's wishes?
11	Witnesses	All witnesses identified and contacted by investigating officer?

12	Evidence	All relevant evidence obtained and considered appropriately?
13	Interview of officer and their duty report	Issues of complaint explored? Rules of interviewing complied with?
14	Investigating officer's report	Concise, balanced and fair? Is it an accurate account of the complaint and investigation?
15	The final response to the complainant and the officer	Timely, responsive, conclusive? Whether they have an appeal right?
16	Quality audit/service delivery/human rights	Any issues identified? Were they properly addressed and actioned?
17	Number of days to complete investigation from 'live' date	A reasonable period since commencement? Reason for delay?
18	Does the complaint or the way it was investigated indicate any trends?	Are there opportunities to improve police service delivery either in the complaints management process or broader? Has the Force identified and actioned those opportunities?
19	Was the process proportionate to the complaint?	Where too many resources used to investigate a complaint that could and should have been resolved quickly/simplely?
20	Justification of the outcomes of the complaint process?	Is the approach, review and conclusion appropriate and supported by evidence?

Inspection of Police Complaint File

This complaint file has been reviewed by the Police Authority's Professional Standards Committee at their meeting of _____

Comments by the Committee are appended below:

Requests for additional information from the Professional Standards Department, if any, are below:

Response from the Professional Standards Department to any requests for additional information:

Signed: _____

Name: _____



PROFESSIONAL STANDARDS COMMITTEE

18 JUNE 2009

CONFIDENTIALITY AGREEMENT/COMPLAINTS DEBRIEF

(Appendix A refers)

PART I

Issue for Consideration

To seek approval of a confidentiality agreement and debrief mechanism between the Authority, Constabulary and staff side representatives in relation to complaints.

Information

It is recognised that UNISON, the Police Federation, and the Superintendents' Association currently receive Police Authority committee papers that include Part II items, with the exception of Part II information of the Professional Standards Committee and papers relating to the personal issues of officers and staff. However, having attended a briefing on the new Misconduct Regulations last year, the Chair of the Professional Standard Committee approached the Authority's Monitoring Officer to ask whether a more open and transparent process of sharing information could be developed, and, in particular, whether statistical reports in Part II of the Professional Standards Committee's papers could be distributed.

The Authority's Monitoring Officer has agreed that this approach would be possible in principle and the Professional Standards Department is supportive. The Authority also sought the views of the staff side at the Staff Consultative Forum (SCF) in May 2008 on the suggestion. The SCF was supportive of the sharing of Part II information of the Professional Standards Committee reports, containing information relating to civil claims, employers' liability claims, public liability claims and vetting applications, with UNISON, the Police Federation and the Superintendents' Association. The SCF also discussed the development of a complaints debrief mechanism involving staff side, constabulary and authority representatives to identify the lessons learnt in order to avoid repeat circumstances and to make improvements.

More recently, representatives from the Federation, Superintendents' Association, Unison and the Constabulary's Professional Standards Department have met with Authority officers and legal advisers to consider a draft confidentiality agreement and the establishment of debriefing arrangements. The draft confidentiality agreement and some principles for the operation of a debrief mechanism are set out at Appendix A. The SCF has considered the draft agreement and some suggestion made are incorporated in the document.

Formal approval to the Agreement will also be sought from the Constabulary and staff side organisations involved.

Decision Required

The Committee is asked if it has any views on the Agreement and debrief arrangements attached at Appendix A and to recommend that the Authority authorises the Chief Executive to enter into the confidentiality agreement and debrief mechanism between the Authority, Constabulary and staff side representatives in relation to complaints.

Background Papers

Staff Consultative Forum Minutes 6 May 2008.
Professional Standards Committee.

Report Author

Ian Dickinson
Lancashire Police Authority
 01772 433462

CONFIDENTIALITY AGREEMENT BETWEEN LANCASHIRE POLICE AUTHORITY, LANCASHIRE CONSTABULARY THE LANCASHIRE BRANCH OF THE POLICE FEDERATION, THE POLICE SUPERINTENDENTS' ASSOCIATION AND THE LANCASHIRE CONSTABULARY BRANCH OF UNISON

1. Aims of this Agreement

- 1.1. To allow nominated members of Lancashire Constabulary who are Police Federation, Police Superintendents' Association or UNISON members to access only to those parts of the Part II private and confidential papers for the Police Authority's Professional Standards Committee (which relate to civil claims, employers' liability claims, public liability claims and vetting applications) and to information in relation to completed grievance and employment tribunal cases which is to be considered as part of the debrief mechanism, in order to support scrutiny by the Authority.

2. Parties to this Agreement

- 2.1 This agreement is made between the Chief Executive of the Lancashire Police Authority, the Chief Constable of Lancashire Constabulary, the Chair of the Police Federation, the Chair of the Superintendents' Association, and the Branch Secretary of UNISON.

3. Background

- 3.1 The Police Authority is required, in carrying out its duty with respect to the maintenance of an efficient and effective police force, to keep itself informed of matters relating to complaints about the conduct of police officers. In particular this involves the Police Authority in overseeing procedures for handling complaints, misconduct matters and claims made against the Constabulary and how the relevant processes are applied and also ascertaining what lessons can be learned. The Authority is then able to consider how the issues raised by way of internal and external complaints and claims impact on their duty to secure the maintenance of an efficient and effective police force for Lancashire. To assist this process a complaints de-brief mechanism has been agreed by all parties to this agreement and is attached as an Addendum to Appendix 1 for information.
- 3.2 The Police Authority has delegated this responsibility in relation to external complaints to the Professional Standards Committee and in relation to grievances and Employment Tribunal to the Human Resources Committee. As part of its remit, it is accepted that Members of the Professional Standards Committee may have access to information about claims and vetting in reports furnished to the Professional Standards Committee in Part II of the Committee's business. Nominated Police Officers who are office holders of the Police Federation and the Superintendents' Association, and nominated police staff members who are office holders of UNISON may also have access to this information.

4. Security Arrangements

4.1 Each party to this agreement will be responsible for ensuring that the relevant officers and staff have appropriate security arrangements in place when dealing with Part II Professional Standards Committee reports and any other information associated with this Agreement. The parties will ensure that adequate steps are taken to prevent:-

- accidental or deliberate destruction of information
- accidental or deliberate modification of the information
- accidental or deliberate disclosure of the information
- deliberate and unauthorised unavailability of the information
- misuse of the data contained in the information.

5. Information to be viewed

5.1 The Members of the Professional Standards Committee, nominated Police Officers who are office holders of the Police Federation and of the Superintendents' Association and nominated members of police staff who are office holders of UNISON will view Part II reports prepared by the Constabulary and issued by the Authority with the agenda papers for the meetings of the Professional Standards Committee, and information in relation to completed grievance and employment tribunal cases which is to be considered as part of the debrief mechanism.

6. Working procedures

6.1 Access to relevant reports will be afforded to all Members of the Professional Standards Committee and nominated members of the Constabulary who are also Police Federation/Superintendents' Association/UNISON Members.

To facilitate access:

- The Police Authority will supply relevant agenda papers and reports as part of the committee process.
- The agenda and relevant reports will normally be despatched 6 working days prior to the meeting.
- Access to reports will be subject to the same confidentiality considerations as apply to Committee meetings and have due regard to the rules of natural justice.

7. Indemnity & Signatures

7.1 All parties to this agreement undertake to bring the contents of this protocol to the attention of those staff and members of their respective organisations who are involved in dealing with matters covered by this protocol.

DRAFT

Specifically:

Each party will use all reasonable endeavours to ensure that:

- (i) all the information exchanged is done so only in line with the requirements of this protocol, and that any information exchanged is treated as confidential and not disclosed to any person other than those involved in the initiative;
- (ii) all information supplied under the terms of the aforementioned agreement is kept secure;
- (iii) all Members accessing these reports have signed the Lancashire Constabulary Security Statement (Appendix 1) and have been subject to Constabulary Vetting Procedures.

MS MIRANDA CARRUTHERS-WATT
CHIEF EXECUTIVE, LANCASHIRE POLICE AUTHORITY

SIGNED

MR STEPHEN FINNIGAN
CHIEF CONSTABLE, LANCASHIRE CONSTABULARY

SIGNED

INSPECTOR JOHN O'REILLY
CHAIR, LANCASHIRE POLICE FERDERATION

SIGNED

.....

CHIEF SUPERINTENDENT TIMOTHY JACQUES
CHAIR, LANCASHIRE SUPERINTENDENTS' ASSOCIATION

SIGNED

.....

MS MAUREEN LE MARINEL
BRANCH SECRETARY, LANCASHIRE CONSTABULARY BRANCH OF UNISON

SIGNED

.....

**LANCASHIRE CONSTABULARY, LANCASHIRE POLICE AUTHORITY, LANCASHIRE
CONSTABULARY BRANCHES OF THE POLICE FEDERATION,
SUPERINTENDENTS' ASSOCIATION AND OF UNISON
SECURITY STATEMENT REGARDING ISSUES OF PART II PROFESSIONAL
STANDARDS COMMITTEE PAPERS**

This security statement applies to the Agreement for members of the Lancashire Constabulary who are Superintendents' Association, Police Federation and UNISON representatives to allow them to access to Part II Committee Reports prepared by Lancashire Constabulary (which relate to civil claims, employers' liability claims public liability claims and vetting applications) for the Professional Standards Committee and to information in relation to completed grievance and employment tribunal cases which is to be considered as part of the debrief mechanism.

It is a condition of access being granted that these conditions are complied with at all times.

I undertake

- to keep the information secure at all times and not afford access to, sight of or disclosure of any part of it to another individual or party other than other Members and/or Officers of Lancashire Police Authority, and the Constabulary who are involved in the Professional Standards Committee;
- to only use the information for the purposes outlined in the aims of this Agreement between Lancashire Constabulary and Lancashire Police Authority and the staff side organisations;
- to report any inaccuracies to the information that may come to light as a result of the agreement;
- to abide by the Constabulary's Information Security Policy and the requirements of Programme InfoSure as detailed in the booklets - 'Security Matters' and 'Safe and Sound'.

I understand that if I use this information for any other reason I may be committing a criminal offence under the Data Protection Act 1998.

Name

Designation.....

Signature

Date

Lancashire Constabulary retains the ownership rights of all information supplied under this access facility and reserves the right to audit compliance with the conditions of the agreement.

COMPLAINTS DE-BRIEF MECHANISM

- i) The purpose of any complaint de-brief mechanism is about learning the lessons in order to avoid repeat circumstances and to make improvements. It is not another avenue to open a grievance procedure or make a complaint.
- ii) The process for identifying cases is best done on an individual ad-hoc basis while the issues are still 'fresh', and any of the organisations, signed up to the agreement, may call a meeting of relevant parties, as and when they consider necessary.
- iii) The representative from the Authority will be the Chair of the Professional Standards Committee or his/her nominee.
- iv) Any lessons learnt must be reported to the next formal meeting of the Professional Standards Committee, (Part II), and in the case of grievances and Employment Tribunals also to the Human Resources Committee, as part of their scrutiny role.
- v) Any lessons learnt should be shared with any relevant non-participating organisation eg staff support networks. It is important to have flexibility in the process, for example it might on occasion also be appropriate to invite a staff support network representative to the debrief meeting if it is considered that they could bring added learning the process.
- vi) If a debrief meeting is called in relation to an appeal process, this should only be held after the appeal process has been completed.
- vii) In carrying out this activity, all parties shall be mindful of the general equality duties on the Authority and Constabulary, including but not limited to, the duties to eliminate discrimination and harassment and to promote equality of opportunity.



PROFESSIONAL STANDARDS COMMITTEE

18 JUNE 2009

PART I

ANALYSIS OF COMPLAINTS

(Appendix A refers)

Issue for Consideration

Analysis of complaints recorded / finalised for the period 1 April 2008 to the 31 March 2009.

Information

Part I of the Complaints Analysis is attached at Appendix A.

Decision Required

The Committee is asked to note the report.

Background Papers

None

Report Author

Name: Martyn Leveridge
Organisation: Lancashire Constabulary
 (01772) 412681

CONTENTS

Part I

1. Introduction
2. Executive Summary
3. Overview
4. Public Complaints
5. Misconduct (MC) Cases
6. Direction and Control (QU) Cases
7. Lessons Learned
8. Appendix A to Part I – Workforce Overview
9. Appendix B to Part I – Comparison with Family of Most Similar Forces
10. Appendix C to PART I – Definition of Terms
11. Annex 1 – Appeals Against Local Resolutions and Investigations
12. Annex 2 – Timeliness of Complaints

Part II

13. Civil Claims (CI) Cases
14. Vetting
15. Appendix A to Part II – Suspended Officers
16. Appendix B to Part II – Significant Investigations
17. Appendix C to Part II – Current Control Strategy

PART I

1. INTRODUCTION

Lancashire Constabulary recognises the significance of complaints made by members of the public and staff, its statutory responsibilities to deal with these and their importance to service delivery and public confidence. All complaints are seen as potential opportunities from which the Constabulary can learn and improve.

The Constabulary's Professional Standards Department (PSD) takes a lead responsibility in dealing with complaints and strives to undertake a 'guardianship' role for standards and related issues.

The department seeks to achieve its aims through a NIM compliant business approach of which this document forms an integral part, presenting data and information, not just in a format to satisfy statutory requirements, but also in the context of the Constabulary's strategic aims.

The intention in so doing is to seek to improve service delivery by raising standards, ultimately reducing the Constabulary's vulnerability to complaints.

2. EXECUTIVE SUMMARY

- The number of recorded complaint cases has decreased year on year by 43 (-5%) and each case is producing fewer individual allegations, resulting in a reduction in recorded complaint allegations of 16% (page 6).
- Northern Division recorded the lowest numbers of complaint allegations per 1000 officers/staff which is substantially less than the geographic average. Lower complaint allegation figures would normally represent a change for the better, however prolonged periods of lower than average numbers suggest a process or recording failure. Under recording of complaint allegations by some divisions has been identified as problem and is resulting in a distorted representation of the actual issues (page 8).
- The identified long term downward trend in the number of complaint allegations being recorded is also reflected in the Constabulary's neighbouring forces (page 8).
- Year on year reductions of the top four categories have reduced at a proportionately higher rate than overall complaint allegation reductions. 65% of complaints recorded across all divisions are generated from 4 complaint types (page 10):
 - Neglect of Duty (21%)
 - Incivility (20%)
 - Other Assault (14%)
 - Oppressive conduct (10%)
- The proportion of finalised complaint allegations dealt with by the local resolution procedure has decreased year on year from 54% to 50% against a national target of 50%. This can in part be attributed to the marked reduction in the local resolution rates in Western and Central Divisions (page 13).
- Despite a slight increase in the total number of finalised complaint allegations, the number of those substantiated has reduced year on year by 9%. (page 15).
- Between April 2008 and March 2009, 80% of locally resolved complaint cases were completed within 120 working days (excluding periods of sub-judice), compared with 61% during the previous recording period.
- Case duration for finalised complaint cases subject to full investigation by PSD has fallen from an average of 256 days to 174 days (-32%) (page 16).
- The average number of days spent on all finalised cases during this period was 132 which represents a 30% improvement on the previous 12 months (page 16).
- New Police Conduct Regulations came into force in December 2008 and in an attempt to minimise the impact of their introduction PSD have developed a two track case management system to facilitate both sets of regulations (page 18).
- An organisational 'Learning Points' programme has now been running since April 2007 and has provided added value to the findings of complaints investigations (page 24).
- In April 2008 the Most Similar Forces groupings were adjusted. The Constabulary recorded 184 complaint allegations per 1000 staff members during the period April 2008 to March 2009 and this compares with an average of 190 for the new group of MSF. Within the MSF group Lancashire also recorded an above average local resolution rate for finalised complaint allegations (page 28).

3. OVERVIEW

All Recorded Cases by Type

The below table shows a breakdown of all recorded cases by type recorded during the periods Apr 07 to Mar 08 and Apr 08 to Mar 09 and highlights the percentage change between them.

Case Comparison (Year to Date)			
Case Type	Cases (Apr 07 to Mar 08)	Cases (Apr 08 to Mar 09)	% Change
Complaint (CO)	817	774	-5%
Misconduct (MC)	84	50	-40%
Direction & Control (QU)	585	685	17%
Civil Claim (CI)	139	129	-7%
Miscellaneous (MI)	436	510	17%
Total	2061	2148	4%

Year on year the number of cases recorded has increased by 4%. No explanation has been identified for the lower number of misconduct and civil claims cases recorded year to date.

With effect from 1st April 2007, in line with national guidance, the approach to identifying complaints of a direction and control nature has been extended to capture information held within the Constabulary's Command and Control System (CRS and WebSTORM).

As anticipated, the recorded numbers of direction and control cases following the implementation, increased instantly but has begun to show a slow down which is anticipated will stabilise at the current level. The benefits of this changed approach are that local service delivery issues can now be more readily identified and acted upon by both the Constabulary and the Police Authority in its oversight and scrutiny role.

Case to Complaint Ratio

The below table shows that, year on year, the number of complaint cases recorded has decreased by 5% and the number of complaints (CO) allegations generated from them has decreased by 16%. Year on year, proportionately fewer allegations are being generated from each case. The average number of allegations generated from each complaint case since April 2008 is 1.57 set against a national average of 1.7.

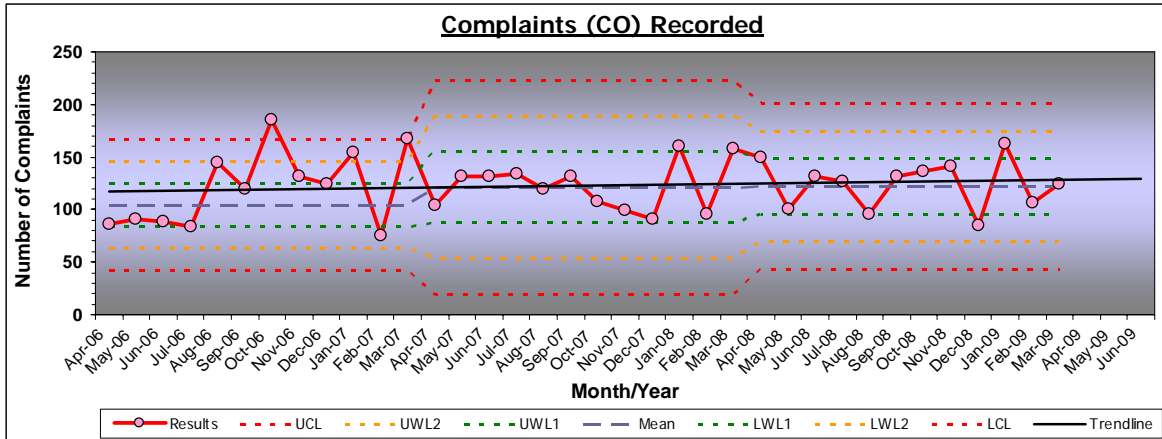
Case to Complaint Ratio				
Case/Complaint	Apr 07 to Mar 08	Apr 08 to Mar 09	% Change	Apr 04 to Date
Cases (CO)	817	774	-5%	4051
Complaints (CO)	1454	1219	-16%	6971
Ratio (Average number of complaints per case)	1.78	1.57	-8.5%	1.72

On 1st April 2008 the revised national recording standards for complaints were implemented. Due to Lancashire PSD's involvement in the ratification process, it has been able to adopt many of the anticipated standards in preparation for the planned change-over and ease any transitional issues. Although some of the changes such as no longer being able to de-record cases have resulted in additional cases being counted, the overall impact of the changes has been minimal.

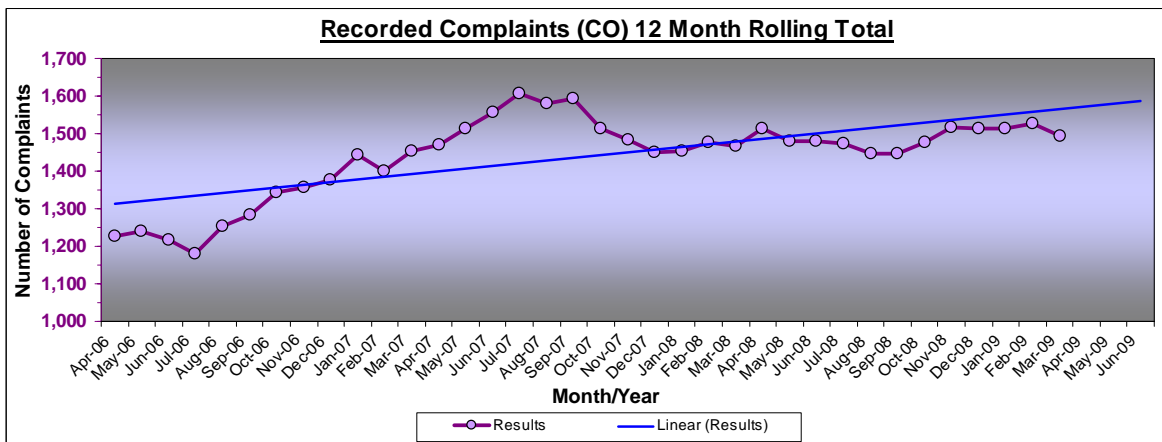
4. PUBLIC COMPLAINTS (CO)

Recorded Complaints (CO)

The long term picture presented in both of the charts below highlights that although the overall trend is down, since April 2006 the number of complaints has maintained a neutral trend. With the introduction of more rigorous duration calculation processes within Flovate, the number of cases recorded is more representative of the actual demand rather than the Departments ability or timeliness in dealing with it.



The chart above shows the number of complaint allegations received by month since April 2006.



The chart above shows the 12 month scrolling total for recorded complaint (CO) allegations. It clearly indicates that in July 2006 some change in either, the recording processes, legislation or counting rules influenced a marked shift in the number of recorded complaints.

The new computerised complaints database (FLOvate) was commissioned at the end of February 2008. It is now providing improved data analysis and facilitating more reliable data integrity, as well as providing an enhanced process driven case management framework.

Complaints (CO) by Division

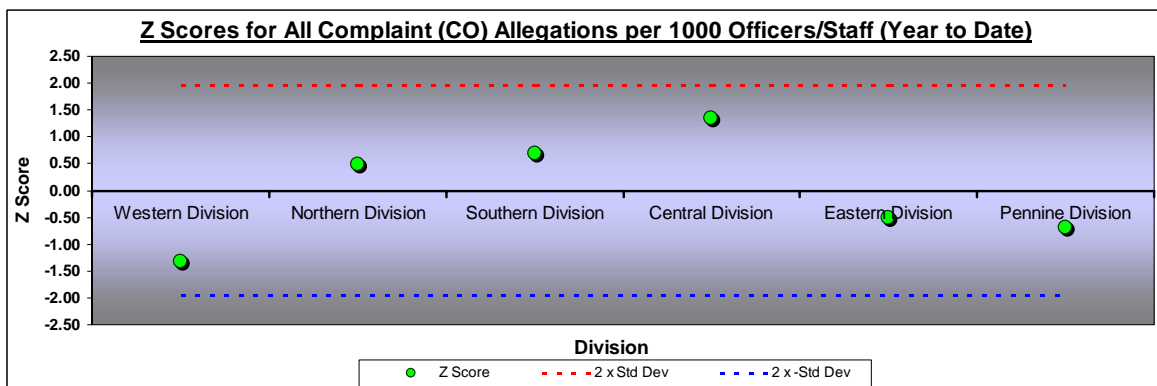
The divisional breakdown of complaints in the context of incidents, arrests and numbers of staff is presented by the below table.

Complaints (CO) by Division (Year to Date)						
Division	Complaint (CO) Allegations (Apr 07 to Mar 08)	Complaint (CO) Allegations (Apr 08 to Mar 09)	Incidents per Complaint (CO) (Apr 08 to Mar 09)	Arrests per Complaint (CO) (Apr 08 to Mar 09)	Complaint (CO) Allegations Per 1000 Officer/Staff (Apr 08 to Mar 09)	Year to Date % Change
Western	234	180	633	66	198	-23%
Northern	197	179	579	57	235	-9%
Southern	249	211	524	47	239	-15%
Central	211	174	446	52	252	-18%
Eastern	261	220	583	55	215	-16%
Pennine	263	192	628	57	211	-27%
G/H/HQ/Other	39	63	152	0	40	62%
Total	1454	1219	545 (Av)	52 (Av)	180 (Av)	-16%

None of the values in the table above are statistically significant high or low, however, it has been observed over the past 12 months that Western Division consistently records fewer complaints per 1000 staff than any other division. While it is accepted that this figure is just one means of rationalising the figures to take into account the varying number of staff within each division the same results are evident when considering local policing demands and calls for service. Combined with the low LR rate in Western, the assessment is that a number of complaints that would normally be recorded and locally resolved are being subject to an unrecorded informal type of resolution.

All geographic divisions have experienced considerably fewer complaint allegations than they did in the previous reporting period. The largest reductions have occurred in Western Division who recorded 23% less, down from 234 to 180 and Pennine Division where allegations have fallen by 27%, down from 263 to 192.

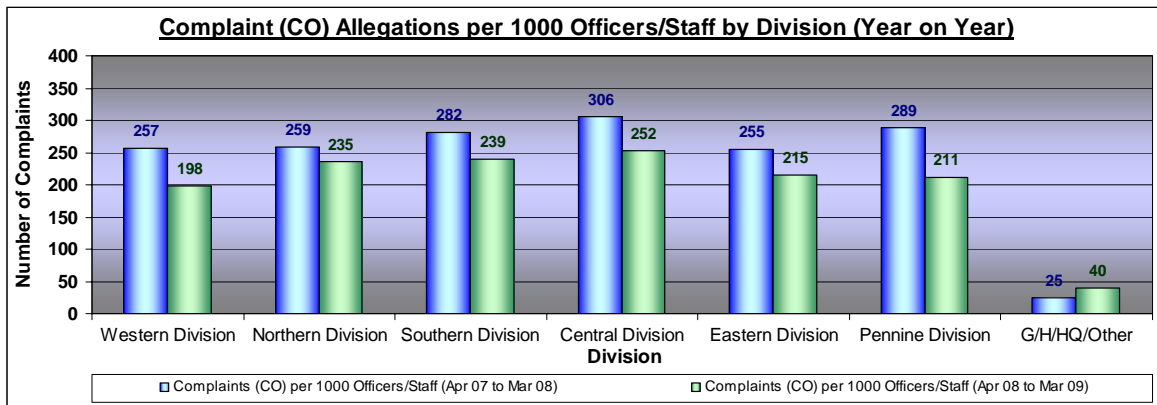
It is believed that a small portion of the overall year on year reductions have been achieved by adopting an investigative approach to the initial pre-recording stage of an allegation which has enabled PSD to eliminate a number of potential allegations against officers/staff. The underlying causes for the bulk of the reductions are suspected to be the revised initial complaint handling practices in divisions.



The chart above shows the Z score distribution for complaints per 1000 officers/staff and allows the levels of statistical significance attributed to each division to be seen in context. Any point sitting above or below the dashed lines would be considered exceptional and therefore significantly high or low. This type of analytical test is only applicable to data

samples of a similar “population” type (i.e. geographic command units) and as such the data for G Div/H Div/HQ/Other has been excluded as an outlier.

The number of complaints recorded per 1000 staff in Western Division remains a concern as its levels continue to hover close to the lower control limit. Reductions in no single allegation type can be attributed to the cause for this low rate.



Over the last 12 months the scale and detail of information disseminated to divisions in relation to public complaints has increased significantly in order to assist them in early recognition of their localised problems. Each division is routinely provided with a breakdown of the complaints data specific to their geographic location in the form of a “Monthly Divisional Report”. In addition to highlighting areas of concern and “lessons learned” it categorises the complaints by type, and identifies individual staff members who attract the highest numbers of complaints.

Complaints (CO) by Category

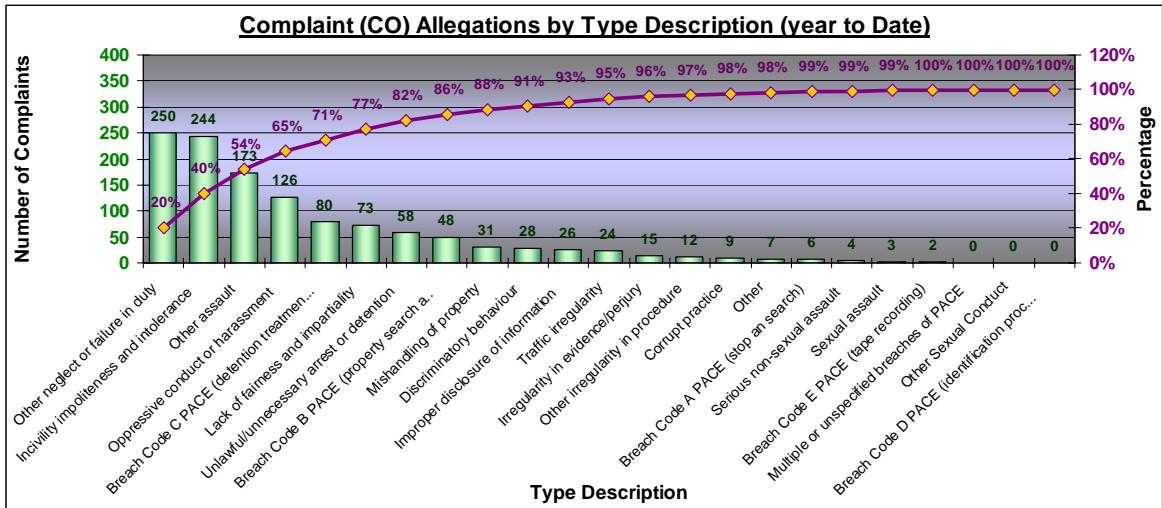
23 different complaint types are represented in the table below on a force and divisional basis with comparisons to the previous reporting period.

Complaint (CO) Allegations by Division (Year to Date)										
Type Description	Western Division	Northern Division	Southern Division	Central Division	Eastern Division	Pennine Division	G Div/H Div/HQ/Other	Total (Apr 08 to Mar 09)	Total (Apr 07 to Mar 08)	Year on Year Change
% of Force Staff	14%	12%	14%	11%	16%	14%	20%			
Other neglect or failure in duty	41	44	46	37	42	33	7	250	349	▼
Incivility impoliteness and intolerance	34	42	39	40	48	33	8	244	260	▼
Other assault	35	20	30	18	32	35	3	173	195	▼
Oppressive conduct or harassment	14	20	23	20	22	15	12	126	171	▼
Breach Code C PACE (detention treatment and questioning)	15	15	5	11	11	20	3	80	91	▼
Lack of fairness and impartiality	11	11	13	9	14	7	8	73	43	▲
Unlawful/unnecessary arrest or detention	7	5	12	9	13	9	3	58	66	▼
Breach Code B PACE (property search and seizure)	6	6	10	6	9	8	3	48	33	▲
Mishandling of property	6	5	5	4	4	5	2	31	44	▼
Discriminatory behaviour	1	2	3	7	7	7	1	28	28	◀
Improper disclosure of information	1	1	8	6	3	6	1	26	46	▼
Traffic irregularity	3	3	3	3	3	4	5	24	20	◀
Irregularity in evidence/perjury	3		3	3	2	2	2	15	57	▼
Other irregularity in procedure		3	4		3	2		12	9	◀
Corrupt practice	2	1			1	1	4	9	5	◀
Other	1		1		3	2		7	15	▼
Breach Code A PACE (stop an search)			3	1		2		6	11	▼
Serious non-sexual assault		1	1		1	1		4	5	◀
Sexual assault			2				1	3	5	◀
Breach Code E PACE (tape recording)					2			2	0	◀
Multiple or unspecified breaches of PACE								0	0	◀
Other Sexual Conduct								0	1	◀
Breach Code D PACE (identification procedures)								0	0	◀
Total	180	179	211	174	220	192	63	1219	1454	▼

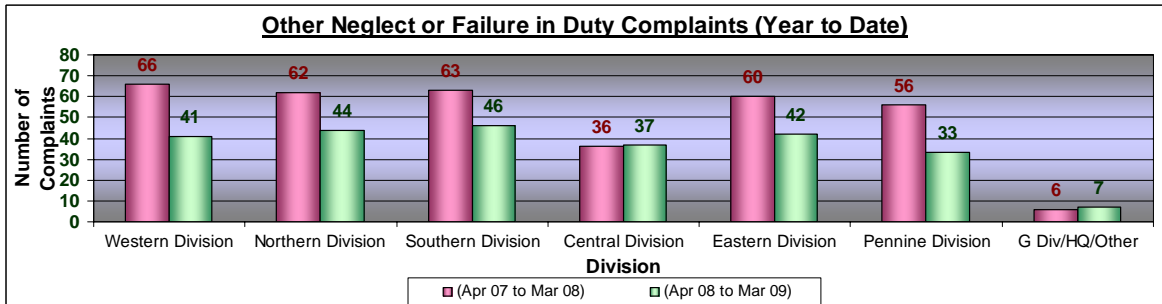
LEGEND	
Symbol	Meaning
▲	Large increase
▲	Small increase
◀	Little or No change
▼	Small decrease
▼	Large decrease

The complaint types of assault, incivility, oppressive conduct and neglect of duty continue to account for over two thirds (65%) of all complaints. Any percentage improvement in allegations of these types will therefore have the greatest impact on overall complaint levels.

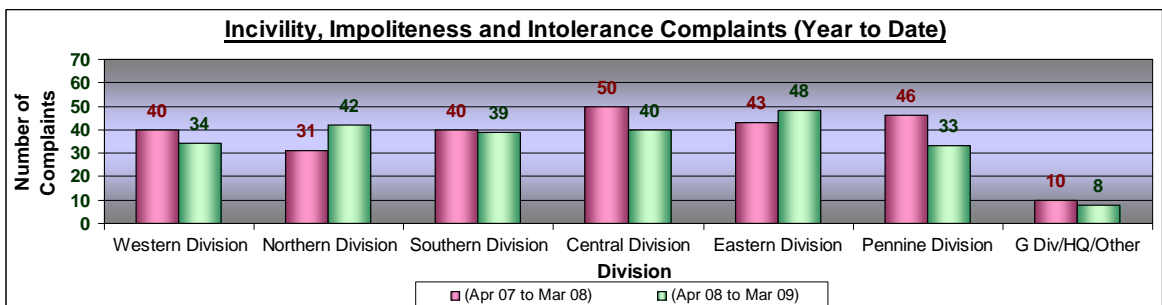
Year on year reductions of the top four categories (-19%) have reduced at a proportionately higher rate than overall complaint allegation reductions (-16%).



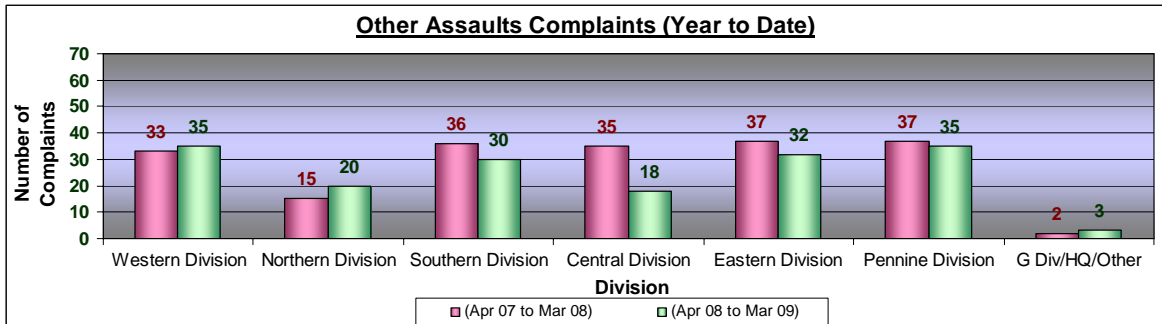
The charts below show the breakdown of the 4 key complaint types by division with a year on year comparison.



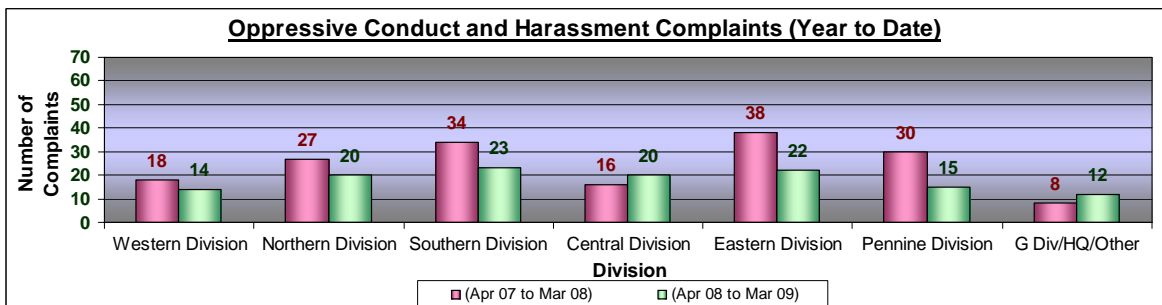
Complaints of other neglect or failure in duty have seen a year on year reduction of 28% yet still represent 21% of all complaint allegations. Although this remains the largest complaint category, the figures for the last 12 months show them to be accounting for a progressively smaller proportion of all complaints.



Complaints of incivility year on year, have reduced by 6% which is a lower rate than overall complaint reductions and now represents a similar portion of all complaints as other neglect allegations. Effectively this category of complaint is progressively accounting for a larger percentage of recorded complaints.



The number of complaints of assault, year on year has reduced by 11%. All geographic divisions except Western Division have experienced fewer complaints of this type, however, the very low level of other assault complaints recorded by Northern and Central Divisions remains of interest. Over two thirds of all assault complaints are made by individuals arrested following reported crime and disorder and there is no evidence to suggest fewer members of the public are being detained in Northern and Central Divisions. It has not been established at this stage whether this is as a result of under reporting or improved working practices.



Levels of complaints of oppressive conduct and harassment have reduced year on year by 26% which is a substantially greater reduction than experience in overall complaints. The most substantial decreases have been seen in Eastern Division (-42%). The only division to have shown an increase is Central Division but this is based on an unusually low figure for the previous reporting period.

Analysis has identified a link between complaints of oppressive conduct and harassment and the Constabulary's pro-active approach towards individuals who are on conditional bail, curfews and subject of Anti Social Behaviour Orders (ASBOs). Again, a response to this has been identified and actioned through the Departments 'Learning Points' programme.

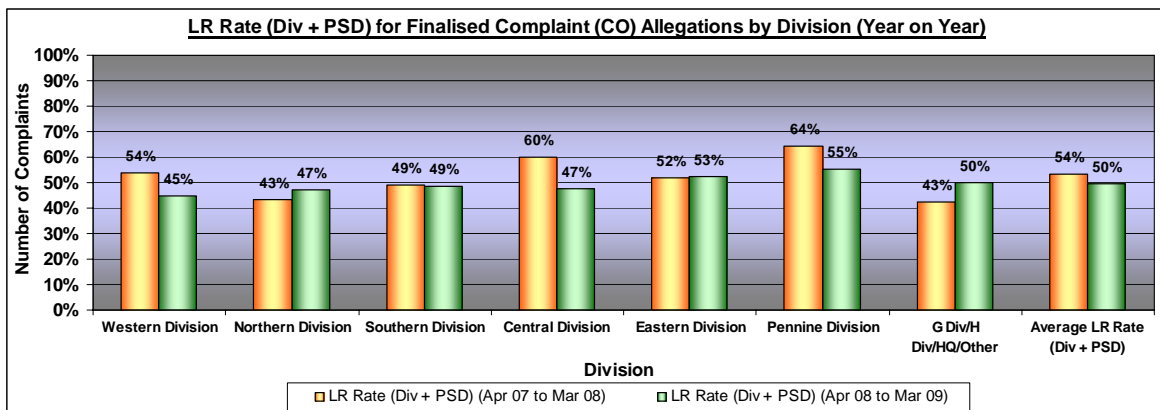
Local Resolutions (based on finalised complaint (CO) allegations)

The table below shows the local resolution rate for complaints, by division. The Force local resolution rate of 50% has continued to fall and is now in line with the national target but substantially lower (-4%) than the previous reporting period. Divisions with the largest percentage reductions are Western (-9%) and Central (-13%). During the previous 3 years the Force has managed to maintain an average local resolution rate in excess of 55%.

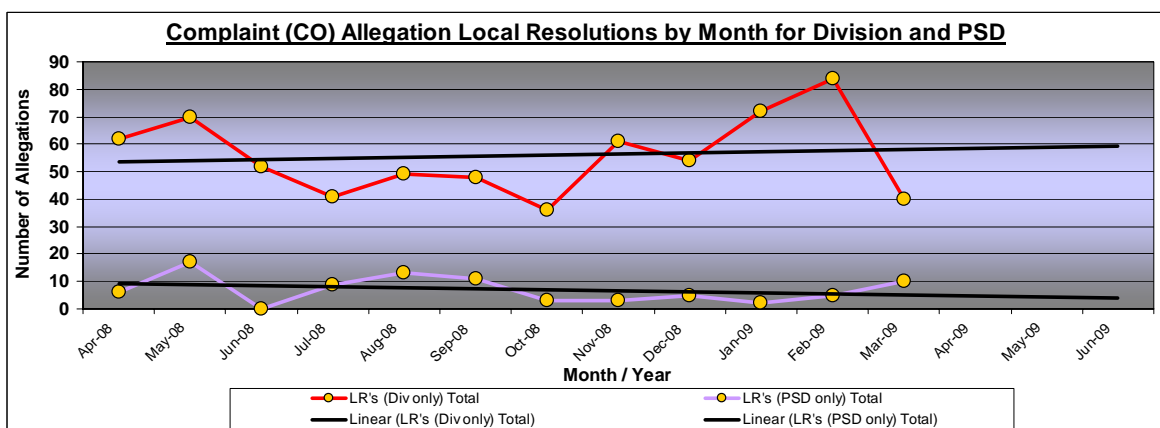
LR Comparison (Year to date)			
Division	LR's and % of Finalised Complaint (CO) Allegations (Apr 07 to Mar 08)	LR's and % of Finalised Complaint (CO) Allegations (Apr 08 to Mar 09)	Year on Year Change and (% change)
Western	119 (54%)	112 (45%)	◀ (▼)
Northern	76 (43%)	115 (47%)	▲ (◀)
Southern	119 (49%)	127 (49%)	▲ (◀)
Central	131 (60%)	94 (47%)	▼ (▼)
Eastern	154 (52%)	157 (53%)	◀ (◀)
Pennine	152 (64%)	127 (55%)	▼ (▼)
G/H/HQ/Other	20 (43%)	21 (50%)	◀ (▲)
Total	771 (54%)	753 (50%)	◀ (▼)

LEGEND	
Symbol	Meaning
▲	Large increase
▲	Small increase
◀	Little or No change
▼	Small decrease
▼	Large decrease

In response to the relatively low local resolution rate recorded by G Division and HQ last year, PSD now has in place a structure for supporting their local resolution process, which, from 01/04/07, also includes the newly formed H Division. The benefits of this practice are evident by the increased percentage (50%) of complaints locally resolved for G/H/HQ/Other compared to the same period a year earlier (43%).



The new complaint recording system (Flovate) now differentiates between complaints locally resolved by divisions and those conducted by PSD.



The chart above shows the breakdown of complaint allegations resolved by Divisions and PSD and highlights that the increase in the number of local resolutions by divisions is generating a proportionate reduction in local resolutions being conducted by PSD. Based on the local resolution figures since the “go-live” date of Flovate (April 2008), 89% of locally resolved complaint allegations were conducted within divisions.

Complaints (CO) / Diversity

The trend of proportionately fewer officers/staff being complained about by more complainants is continuing. The total number of instances where officers/staff have been subject of an allegation, year on year, has remained stable while the number of complainants has increased by 4%.

The table below highlights that, the capturing of ethnicity data of complainants has improved considerably. The key concern is the increased number of subjects whose ethnic appearance is either unknown or not stated. Lancashire Constabulary unusually allows its officers/staff to opt out of providing their ethnicity and currently 7% of its employees have chosen not to provide this information. There are plans to make requests to the individuals concerned and also to withdraw this opt-out option for new staff joining the Force.

Finalised Complaint (CO) Allegations Ethnicity Comparison (Year to Date)						
Ethnicity	Complainants (Apr 07 to Mar 08)	Complainants (Apr 08 to Mar 09)	% Change	Subjects (Apr 07 to Mar 08)	Subjects (Apr 08 to Mar 09)	% Change
Asian	111	110	-1%	55	55	0%
Black	35	38	9%	1	1	0%
Chinese/Other	18	12	-33%	165	49	-70%
Mixed	0	24	-	0	28	-
White	945	1229	30%	1394	1413	1%
Unknown/Not Stated	386	144	-63%	23	96	317%
Total	1495	1557	4%	1638	1642	0%

Mixed race and ethnic minority officers/staff currently account for 3.2% of the workforce and for the period April 2008 to March 2009, Asian, Black and mixed race officers/staff alone represented 5.1% of the total number of instances of force employees subject of a complaint allegation. The apparently high numbers of subjects of Chinese/Other ethnicity has been identified in part as a result of erroneous HR data which have now been addressed.

As part of PSD's aim to better understand and respond to the community's diverse needs, a Diversity Impact Assessment has now been introduced to investigation plans. The aim of this is to identify and respond appropriately to those complainants whose needs may be different from others. This stems from an analysis of repeat complaints and the aim is to assess the need for, and attempt to co-ordinate, a multi-agency approach to such complaints.

Officer/Staff Staff Type of Finalised Complaint (CO) Allegations

The table below shows that year on year there has been no change in the number of instance where, an officer or member of staff has been subject of a complaint.

Finalised Complaints (CO) Allegations by Staff Type (Year to Date)				
Staff Type	Officers/Staff Subject of Complaint (CO) Allegations (Apr 07 to Mar 08)	Officers/Staff Subject of Complaint (CO) Allegations (Apr 08 to Mar 09)	% Change	Subjects per 1000 staff (Apr 08 to Mar 09)
Police Officer	1521	1519	0%	407
Police Staff (incl PCSO's)	102	106	4%	50
Special	6	8	0%	18
Total	1629	1633	0%	242

PCSO and contracted staff data has not yet been converted into the new complaints database and the option to specify them manually as staff types is not available at this time.

Analysis has shown that the majority of complaints are aimed at front line officers and staff who have regular and direct contact with members of the public in the course of carrying out their duty, in particular those exercising the executive powers available to them. As such, it is expected that police officers will continue to be subject to more complaints than any other employee/staff type.

Finalised Complaint Allegations (CO) Investigation Outcome

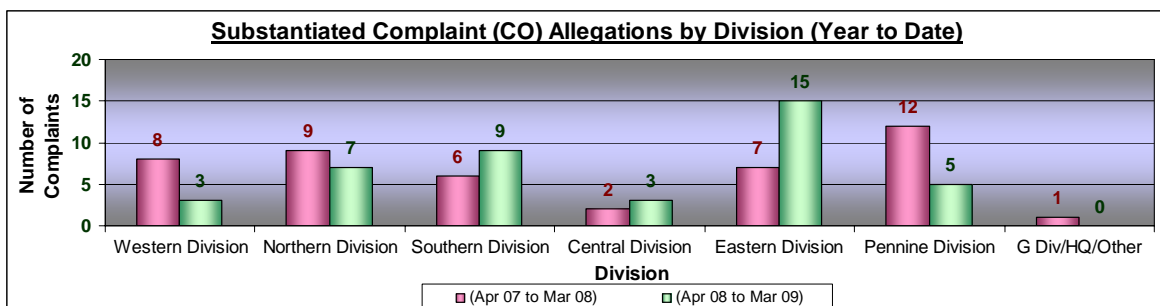
Year on year, the number of substantiated complaint allegations has reduced by 9%. Substantially more allegations were not upheld than they were during the previous reporting period (+34%). Although the number of dispensations has fallen, discontinuances have increased by a similar number.

Finalised Complaints (CO) Allegations by Outcome			
Result Description	Complaint (CO) Allegation Outcome (Apr 07 to Mar 08)	Complaint (CO) Allegation Outcome (Apr 08 to Mar 09)	Year to date % Change
Discontinuance	5	46	820%
Dispensation	136	101	-26%
Local Resolution	774	752	-3%
Substantiated (Upheld)	45	41	-9%
Unsubstantiated (Not Upheld)	260	349	34%
Withdrawn / No Complaint	221	210	-5%
Total	1441	1499	4%

The chart below shows a divisional break down of substantiated complaint allegations. While 16% fewer allegations have been recorded during this reporting period, the number of finalised allegations has only increased by 4%.

The disparity in the numbers of allegations being recorded (1219) and those being finalised (1499) has helped to reduce the PSD holdings of live files and has already result in a noticeable reduction in case investigation durations.

The chart below shows a divisional break down of substantiated finalised complaint allegations.



The 41 substantiated complaint (CO) allegations were generated from 32 complaint (CO) cases. Southern and Eastern Divisions together accounted for 59% of all substantiated allegations.

Case Duration

Between April 2008 and Mar 2009, 63% of all finalised complaint cases were completed within 120 working days (excluding periods of sub-judice), compared with 50% during the previous recording period. The average number of calendar days spent on finalised cases during this period is 132, down by 30% on the previous period. The discrepancy in the way investigation days were calculated prior to March 2008 no longer have an effect on the year on year timeliness comparisons. Investigation days do not include weekends, bank holidays or periods of sub-judice as they did previously. As at 3rd June 2009 there were 352 live complaint cases.

Timeliness of case handling varies considerably depending on whether allegations forming part of the case are suitable for local resolution or are required to be investigated. The breakdown below highlights that the average allegation investigation duration is approximately three times longer for a full investigation.

- *Timeliness of all locally resolved finalised allegations:*
 01/04/07 to 31/03/08 Average 130 days, 25% in less than 56 days
 01/04/08 to 31/03/09 Average 93 days, 36% in less than 56 days
- *Timeliness of investigated (Non LR'd) finalised allegations:*
 01/04/07 to 31/03/08 Average 256 days, 37% in less than 120 days
 01/04/08 to 31/03/09 Average 174 days, 45% in less than 120 days
- *Timeliness of all finalised allegations:*
 01/04/07 to 31/03/08 Average 188 days, 50% in less than 120 days
 01/04/08 to 31/03/09 Average 132 days, 63% in less than 120 days

Timeliness targets:

- 65% of all investigated finalised complaints to be completed within 120 days has not been attained.
- 70% of all locally resolved finalised complaints to be completed within 56 days has not been attained.

* Prior to February 2008 calculated durations were based on calendar days not working days. 120 and 56 working days equate to 166 and 78 calendar days respectively. The timeliness calculations above have been adjusted to reflect working days.

Emerging Trends and Identified Threats

Further development work by the software suppliers is being undertaken particularly in relation to the QueryBuilder element to resolve reporting issues.

Routine and formal data integrity processes need to put in place to ensure the accuracy of information held within Flovate. Data in the complaints system needs to be complete and accurate in time for the monthly analysis to be undertaken.

The implications surrounding the introduction of the new Police (Conduct) Regulations in December 2008 were identified at an early stage. In anticipation, measures were taken to prepare the Force both in terms of training, process mapping and establishing the necessary facilities and resources. As a result the transition has been relatively uneventful which has allowed PSD to run a dual track system without problem.

The percentage of locally resolved complaints generated by the Force has fallen year on year from 54% to 50%. The national benchmark remains at 50% however Lancashire's LR rate remains favourable set against the average for the Most Similar Forces Group.

The specific areas of concern for the key complaint types are:

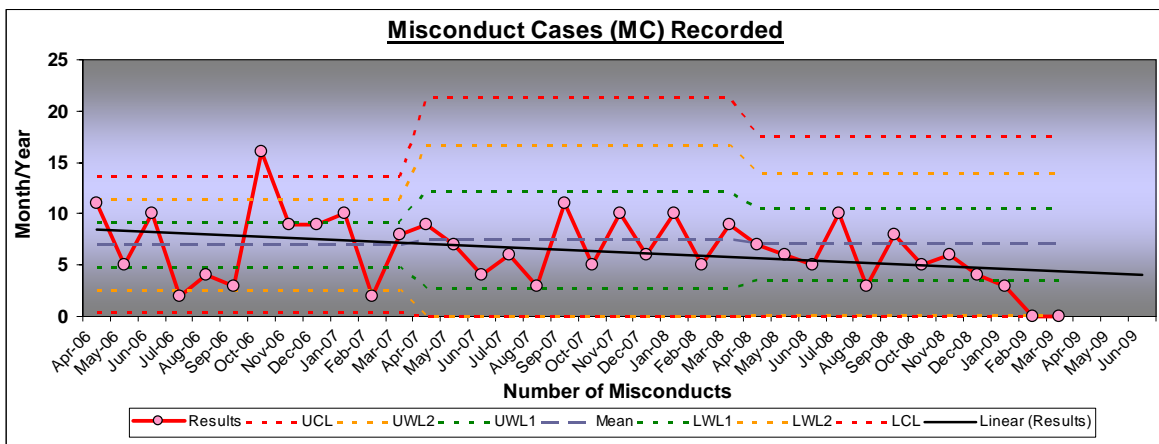
- Other Neglect or Failure in Duty – Northern/Southern Divisions
- Incivility, Impoliteness and Intolerance – Eastern Division
- Other Assault – Western/Pennine Divisions
- Oppressive Conduct or Harassment – Southern Divisions
- Breach of Code C PACE (detention, treatment and questioning) – Pennine Division

5. MISCONDUCT (MC) CASES

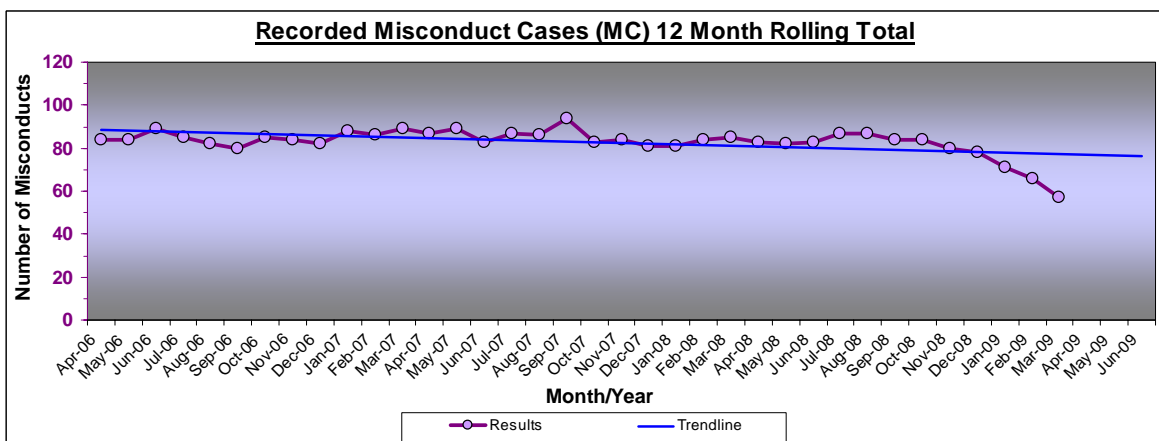
Recorded Misconducts (MC)

Between April 2008 and March 2009 there were 60 misconduct cases recorded by Professional Standards compared with 86 the previous period. These figures do not take into account the Police Staff misconduct cases dealt with by Force Human Resources. As a year on year comparison this represents a 30% reduction. Generated from these cases are 126 individual allegations. Due to a software problem it has not been possible, since mid January 2009, to interrogate the data held on the complaints database in relation to misconduct cases and allegations and subsequently does not allow for the thematic breakdown usually provided.

The chart above shows the number of misconduct (MC) cases received by month since April 2006.



The chart below shows the 12 month rolling total of misconduct (MC) cases recorded by month since April 2006.



New Police (Conduct) Regulations came into force on 1st December 2008 and in an attempt to minimise the impact of their introduction PSD have developed a two track case management system to facilitate both sets of regulations. It is anticipated that their introduction will generate increased numbers of misconduct meetings and place additional responsibility on a number of senior Officers/HR Staff within divisions. In brief the new regulations will:

- Incorporate the ethos and misconduct model of ACAS
- Encourage a better response to misconduct matters

- Steer certain cases to be dealt with by way of UPP as a more appropriate alternative
- Move away from adversarial courtroom style proceedings
- Reduced hearing formality and bureaucracy
- Provide prescribed timescales for individual processes
- Place Divisions in the driving seat to deal with low level misconduct issues
- Reduce the number of sanctions and instead place emphasis on education and prevention

Recorded Misconduct (MC) Cases by Division

Misconduct (MC) Cases by Division			
Division	Misconduct (Apr 07 to Mar 08) Year to Date	Misconduct (Apr 08 to Mar 09) Year to Date	% Change
Western	8	7	◀
Northern	10	10	◀
Southern	18	9	▼
Central	14	7	▼
Eastern	15	9	▼
Pennine	13	6	▼
G/H/HQ/Other	8	12	▲
Total	86	60	▼

LEGEND	
Symbol	Meaning
▲	Large increase
▲	Small increase
◀	Little or No change
▼	Small decrease
▼	Large decrease

Recorded Misconduct Allegations by Type Description (scrolling 12 months)

The 126 misconduct allegations recorded during the last 12 months (April 2008 to March 2009) were generated from 60 misconduct cases and are shown in the table below by type description.

Type Description for Subjects of Misconduct (MC) Allegations		
Type Description	Allegations (Apr 07 to Mar 08)	Allegations (Apr 08 to Mar 09)
A Honesty and Integrity	23	16
B Fairness and Impartiality	0	8
C Politeness and Tolerance	6	16
D Use of Force and Abuse of Authority	5	8
E Performance of Duties	16	29
F Lawful Orders	3	3
G Confidentiality	23	11
H Criminal Offences	13	1
I Property	2	1
J Sobriety	0	1
K Appearance	0	0
L General Conduct	15	32
Unknown	0	0
Total	106	126

Despite the inability to fully measure the levels of misconduct cases/allegations since mid January 2009, the two areas to have shown, a substantial year on year increase are Politeness and Tolerance (6 to 16) and Performance of Duties (16 to 29). The biggest reductions have been in the categories of Honesty and Integrity (23 to 16) and Confidentiality (23 to 11). The majority of the Confidentiality allegations relate to the alleged unauthorised access to force IT systems and disclosure of the information to a third party. Overall misconduct allegations have increased year on year by 19%.

A single case recorded in April 2008 generated 22 separate allegations (9 x Honesty and Integrity and 13 x Performance of Duties) against 10 individual officers located within G/H/HQ/Other Division.

Misconducts by Officer/Staff Type (scrolling 12 months)

During the last 12 months there were 156 instances of a member of staff being subjects of a misconduct investigation.

Rank of Officers/Staff Subject of Misconduct (MC) Allegations		
Rank	Subjects (Apr 07 to Mar 08)	Subjects (Apr 08 to Mar 09)
ACPO	0	0
Chief Superintendent	0	0
Superintendent	1	1
Chief Inspector	0	1
Inspector	5	6
Sergeant	8	14
Constable	74	63
Special Constable	2	6
Police Staff	10	63
Unknown/Not Stated	16	0
Total	116	156

Misconduct / Diversity (scrolling 12 months)

Ethnicity of Officers/Staff Subject of Misconduct (MC) Allegations		
Ethnic Appearance (5+1)	Subjects (Apr 07 to Mar 08)	Subjects (Apr 08 to Mar 09)
Asian	8	7
Black	0	0
Chinese/Other	8	0
Mixed	0	2
White	89	132
Unknown/Not Stated	11	15
Total	116	156

The force HR system indicates that the force employs only 7 officers/staff who consider themselves Chinese or Other minority ethnic and therefore it is unlikely that this ethnic group would attract the relatively high numbers attributed to them. Data integrity checks have identified an issue with some historic recording of subject's ethnicity. The implementation of the new Flovate complaints recording system and its improved links to HR data should resolve this problem with new records.

Gender of Officers/Staff Subject of Misconduct (MC) Allegations		
Gender	Subjects (Apr 07 to Mar 08)	Subjects (Apr 08 to Mar 09)
Male	96	120
Female	20	36
Unknown	0	0
Total	116	156

The table above shows that since April 2008 male officers/staff have accounted for 77% of all misconduct complaints and compares with 83% in the previous year. It may be considered a disproportionately high figure considering that male officers/staff only account for 58% of the workforce. This should however, be tempered with the knowledge that the vast majority of allegations are made against frontline officers/staff which continues to be made up of a high proportion of males.

Finalised Misconduct (MC) Investigation Outcome (scrolling 12 months)

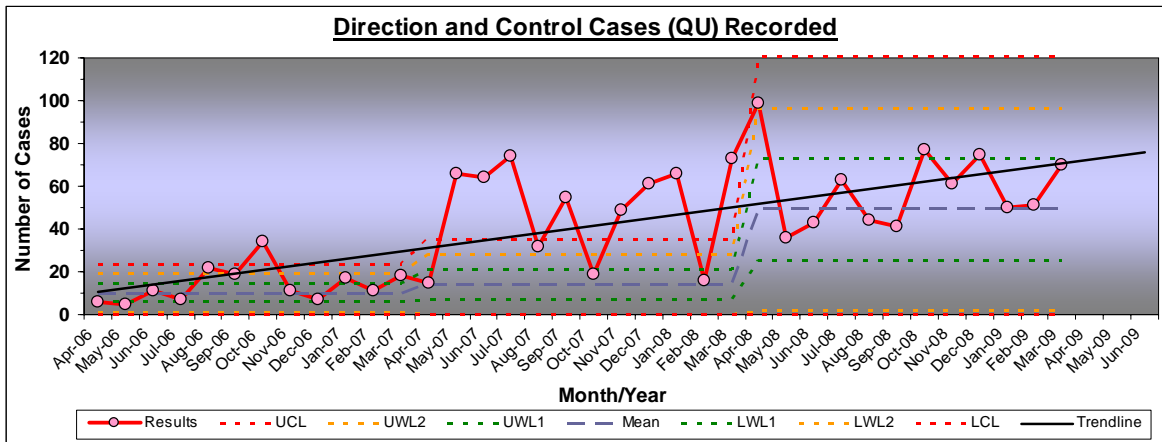
Based on the limited data currently available, 138 misconduct allegations (84 cases) were finalised during the last 12 months (January 2008 to April 2009) of which 107 (78%) were upheld.

Case Duration (scrolling 12 months)

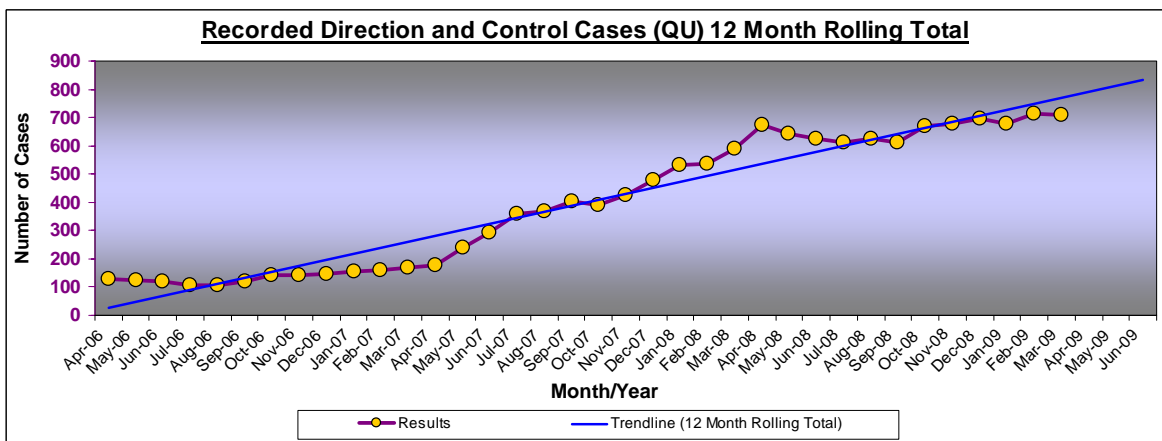
During the period January 2008 and April 2009, 43% of finalised cases were investigated within 120 working (166 calendar) days. The average number of days spent on finalised misconduct cases during this period was 233.

6. DIRECTION AND CONTROL (QU) CASES

The chart below shows the number of direction and control cases received by month since April 2006.



The chart below shows the 12 month rolling total of direction and control cases recorded by month since April 2006.



Prior to April 2007 the long term trend was neutral but the implementation of revised capturing procedures has resulted in increased numbers of direction and control cases. With more than 12 months worth of data since the implementation of the practices were introduced, a new baseline for this type of complaint is beginning to emerge. The number of direction and control cases recorded since April 2008 is averaging out at 53 per month.

Direction and Control (QU) Cases by Division

The continued increase in overall levels of complaints can be attributed to the change and development in recording practices adopted and the revised pro-active procedures for capturing complaints in April 2007. As expected, the recording practices have become standardised and resulted in higher but consistent numbers of recorded Direction and Control cases.

Direction and Control (QU) Allegations by Division			
Division	Direction and Control (Apr 07 to Mar 08) Year to Date	Direction and Control (Apr 08 to Mar 09) Year to Date	Year on Year Change
Western	46	101	▲
Northern	131	135	▼
Southern	77	106	▲
Central	125	159	◀
Eastern	74	147	▲
Pennine	66	99	▲
G/H/HQ/Other	28	27	▼
Total	547	774	▲

LEGEND	
Symbol	Meaning
▲	Large increase
▲	Small increase
◀	Little or No change
▼	Small decrease
▼	Large decrease

Direction and Control (QU) Allegations by Category

New Direction and Control complaints are now being recorded using a revised breakdown of categories as detailed in the table below.

Direction and Control (QU) Allegations by Category			
Category	Direction and Control (Apr 07 to Mar 08) Year to Date	Direction and Control (Apr 08 to Mar 09) Year to Date	Year on Year Change
Community Policing Policy	41	77	▲
Crime Prevention Policy	45	34	▼
Data Protection/Information Security Policy	14	13	◀
Detention/Custody Policy	18	27	▲
DV Policy	7	11	▲
Investigation Policy	47	102	▲
Offender Management Policy	85	97	▲
Other	48	56	▲
Property Handling Policy	35	33	◀
Prosecution Policy	85	67	▼
Response/Deployment Policy	81	103	▲
Road Policing Policy	68	129	▲
Victim Handling Policy	6	9	▲
Witness Handling Policy	0	3	▲
Blank / No Data	0	0	◀
Total	580	761	▲

The thematic categories that have shown the largest year on year increases are Community Policing Policy (88%), Response/Deployment Policy (+27%) and Road Policing Policy (+90%). The categories that have reduced by the greatest margins are Crime Prevention Policy (-27%) and Prosecution Policy (-21%).

7. LESSONS LEARNED

The Lessons Learned programme was implemented in April 2007. Cases are scanned to identify organisational and individual learning points in the following areas:

Organisational Learning Points by Category		
Category	No of Lessons	Percentage %
Administration	7	3.5%
Call Management	41	20.4%
Central Process Unit*	1	0.5%
CJS	10	5.0%
Community Cohesion/Diversity	4	2.0%
Crime Recording/PNC	1	0.5%
Custody	34	16.9%
General/Other	17	8.4%
Info Assurance/Data Protection*	0	0.0%
Information Technology*	0	0.0%
Investigation	5	2.5%
Legal	5	2.5%
Operational	54	26.9%
Recruitment/Vetting/HR*	1	0.5%
Training	21	10.4%
Total	201	100.0%

*New categories

Organisational Learning Points by Case Type		
Case Type	No of Lessons	Percentage %
Complaint (CO)	23	11.9%
Misconduct (MC)	44	22.7%
Direction & Control (QU)	56	28.9%
Miscellaneous (MI)	55	28.3%
Civil Claims (CI)	16	8.2%
Total	194	100.0%

- Since April 2008 a more robust approach has been taken to pursuing outcomes on lessons learnt.
- Lessons identified are referred to the appropriate body and a response confirming the action taken is requested (and followed up where necessary).
- The outcome is recorded on FLOvate.
- A monthly report has been developed for SMTs within divisions. This is delivered by Detective Chief Inspectors from PSD who each have responsibility for a cluster of divisions. Lessons learnt is an integral part of this report.
- Learning points from IPCC 'Learning the Lessons' bulletins are recorded and distributed for dissemination and action to individuals with responsibility for key areas.
- A total of 43 IPCC lessons have been recorded from the bulletins, however these have not been included in the above figures as they relate to national rather than Force issues.
- Divisional Commanders receive the IPCC bulletins for information purposes.

8. APPENDIX A to PART I WORKFORCE OVERVIEW

The data produced in the tables below is accurate as at 31/03/2009.

HEADCOUNT DATA BY EMPLOYEE TYPE								
TYPE	Western Division	Northern Division	Southern Division	Central Division	Eastern Division	Pennine Division	HQ/G/H Division	Force Total
POLICE OFFICERS	548	443	496	372	599	558	718	3734
POLICE STAFF	215	181	214	167	282	228	854	2141
PCSOS	78	84	77	53	79	63	3	437
SPECIALS	69	54	97	98	65	61	4	448
TOTAL	910	762	884	690	1025	910	1579	6760
% of Force	13%	11%	13%	10%	15%	13%	23%	100%

HEADCOUNT DATA BY EMPLOYEE GENDER								
GENDER	Western Division	Northern Division	Southern Division	Central Division	Eastern Division	Pennine Division	HQ/G/H Division	Force Total
FEMALE	353	328	372	274	460	412	648	2847
MALE	557	434	512	416	565	498	931	3913
TOTAL	910	762	884	690	1025	910	1579	6760

HEADCOUNT DATA BY SELF CLASSIFIED ETHNICITY								
ETHNICITY 5+1	Western Division	Northern Division	Southern Division	Central Division	Eastern Division	Pennine Division	HQ/G/H Division	Force Total
ASIAN	2	1	5	20	52	27	19	126
BLACK	1			1	1	1	3	7
CHINESE/OTHER	2		1	1	1	3	3	11
MIXED	5	6	14	10	11	7	16	69
UNKNOWN/NOT STATED	40	31	36	59	46	113	121	446
WHITE	860	724	828	599	914	759	1417	6101
TOTAL	910	762	884	690	1025	910	1579	6760

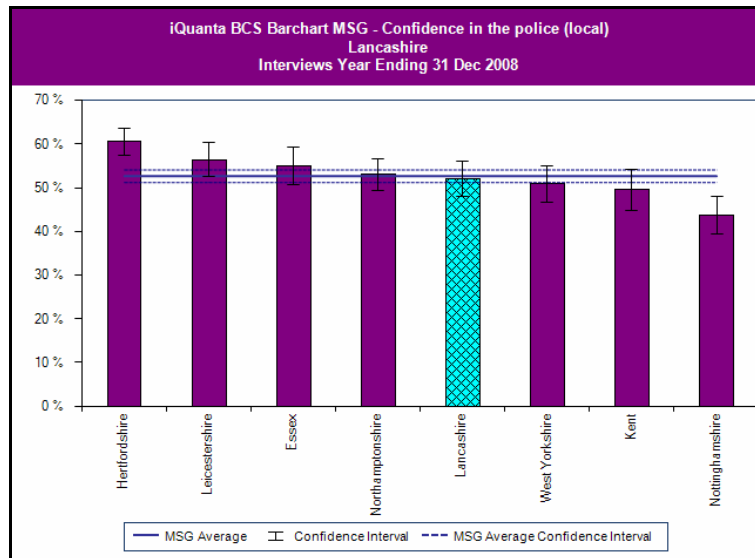
9. APPENDIX B to PART I **COMPARISON WITH FAMILY OF MOST SIMILAR FORCES (MSF)**

On 1st April 2008 new Most Similar Forces (MSF) grouping were released. Lancashire's new MSF group now comprises:

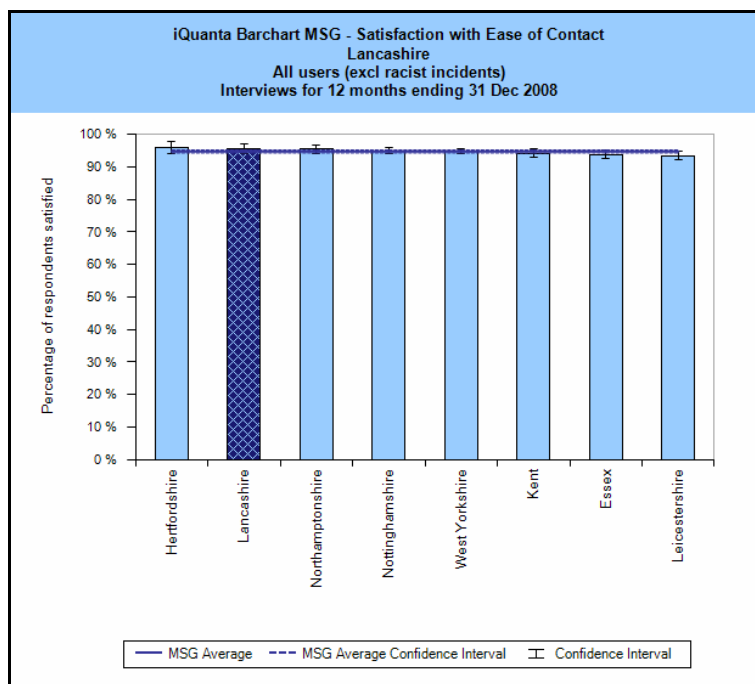
- Leicestershire (22)
- Kent (20)
- Nottinghamshire (31)
- West Yorkshire (42)
- Essex (13)
- Northamptonshire (27)
- Hertfordshire (18)
- Lancashire (21)



The charts below are extracted from the iQuanta.net website and compare the confidence and satisfaction levels of the public of Lancashire with those of the other forces within the same MSF group based upon interviews conducted in March 2008 and June 2008 respectively.



In isolation the overall confidence level represented in these charts as a percentage show that levels of confidence in Lancashire Constabulary is on a par with the average for the Most Similar Force grouping.



The “Whole Experience” values in the chart above encompass as one the individual levels of public satisfaction for the following four areas of police/public interface:

- Ease of Contact
- Actions
- Follow-up
- Treatment

While the values for “treatment” and “ease of contact” show values above 90%, those for “actions” and “follow-up” are noticeably less. This broadly reflects the higher levels of direction and control allegations recorded surrounding the investigation and procedural aspects of the policing business.

Satisfaction/Confidence Surveys and PROBE Data

The force employs specialist companies to conduct satisfaction surveys on their behalf, the data from which informs the Constabulary's quarterly satisfaction analysis product (PROBE). Up until April 2008 the data provided was based on the Policing Performance Assessment Framework (PPAF) criteria and are aimed entirely at the victims of certain types of crime, some anti-social behaviour and racist incidents. The specific questions asked could apply equally to complainants as victims, however, as most complaints are generated by individuals who have been subject to police powers e.g. arrest, search or questioning, it is not possible to apply the findings to both or assume there is any correlation between them. The population samples relate to opposing population groupings engaging with the police under diverse circumstances and with different motivations and expectations.

Analytical tests conducted recently of the data relating to public satisfaction and complaint figures, confirms that there is no statistical correlation between them irrespective of the relationship of the two population groups. Although correlation does not indicate causation, the lack of correlation does eliminate the possibility of the two elements having a significant effect on each other.

In April 2008 a new assessment framework was introduced called Assessments of Policing and Community Safety (APACS) and supersedes PPAF. While the changeover to the new framework has added new reporting categories and reorganised some of the existing groupings, the structure and survey parameters for the "User Satisfaction and Public Confidence" elements remain the same.

Most Similar Forces Complaints and Local Resolution Comparison

Complaints (CO) Case Comparison with Most Similar Forces (MSF)				
Force	Complaint (CO) Cases (Apr 08 to Mar 08)	Complaint (CO) Allegations (Apr 08 to Mar 08)	Local Resolutions as % of Finalised Complaint (CO) Allegations (Apr 08 to Mar 08)	Complaint (CO) Allegations per 1000 Staff Members (Apr 08 to Mar 08)
Essex	908	1504	34%	251
Hertfordshire	395	776	39%	176
Kent	949	1546	31%	221
Lancashire	774	1219	50%	184
Leicestershire	488	913	51%	230
Northamptonshire	n/a	n/a	n/a	n/a
Nottinghamshire	614	970	41%	130
West Yorkshire	1223	1613	36%	138
Average	764 (Av)	1220 (Av)	40% (Av)	190 (Av)

While the local resolution rate for Lancashire has fallen by few percentage points when compared to previous years, the current level still appears favourable against those of the other members of our MSF group. The unofficial target of 50% has shown to be easily achievable in the last few years and PSD's aim should be to achieve this level as a minimum standard.

The data above is supplied independently by the other forces within the MSF group and it is not always possible to validate the calculations or querying parameters used to obtain their statistics. Assuming recording practices and interpretation of guidelines are consistent across the group, it highlights that the number of complaint cases per 1000 staff recorded by Lancashire is less than the group average.

10. APPENDIX C to PART I **DEFINITION OF TERMS**

Public Complaint

A complaint about the 'conduct' of a person serving with the police. The complaint can be made against a police officer, member of police staff, police community support officer, special constable or designated contracted staff.

Complaint Case

A single investigation which may contain one or more allegations, brought by one or more complainants, against one or more persons serving with the police.

Complaint

A single allegation made by one or more complainants about the conduct of one or more persons serving with the police.

Direction and Control Complaint

Complaints regarding operational policing policies (where there is no issue of conduct), organisational decisions, general policing standards in the Constabulary and operational management decisions (where there is no issue of conduct).

Misconduct Cases

These relate to investigations into allegations of misconduct, which usually come to light internally. Allegations may also come from members of the public complaining about the off duty conduct of a person serving with the police (not covered by the statutory procedures for public complaints) or where members of the public wish to make a statement in relation to an incident but do not wish to register a formal complaint.

Civil Claims

These fall into two categories:

- Public liability claims – claims from members of the public seeking compensation for alleged assault, unlawful arrest and detention, malicious prosecution etc.
- Employers' liability claims – claims from members of the Constabulary seeking compensation in respect of injuries sustained in the workplace.

Miscellaneous Cases

Cases that do not fall into any of the above categories. A small number of cases may involve high profile enquiries where there are no allegations of misconduct e.g. a death after police contact or external enquiries conducted by the Constabulary in another force area.

Independent Investigation

An enquiry conducted by the IPCC into cases which cause the greatest level of public concern.

Managed Investigation

An enquiry conducted by the Constabulary but under the direction and control of the IPCC. Usually concerning incidents of significance, but do not require an independent investigation.

Supervised Investigation

An enquiry conducted by the Constabulary, for which the IPCC decides that the incident's significance and probable public concern requires oversight by the IPCC.

Local Investigation

An enquiry conducted by the Constabulary without IPCC involvement.

Substantiated (Upheld) Complaint

A complaint where following an investigation the allegation is found to be upheld.

Unsubstantiated (Not Upheld) Complaint

A complaint where following an investigation the allegation is found to be not upheld.

Withdrawn Complaint

A complaint where the complainant withdraws the allegation(s) or indicates they do not wish any further steps to be taken in consequence of their complaint.

Locally Resolved Complaint

A complaint where the matter has been resolved by means of the local resolution procedure.

Dispensation

In certain circumstances, on application, the IPCC agree to dispense with the need for an investigation into a complaint.

Suspension from Duty

When it appears from a complaint or report that the conduct of a police officer, special constable or member of police staff has fallen seriously below the standards expected, that person can be suspended from duty by a chief officer (assistant chief constable or above) in accordance with Constabulary policy.

Divisions

The Constabulary is divided into eight divisions, six of which are territorially based and headed by a Chief Superintendent. The territorial divisions are as follows:

A (Western)	-	Divisional Headquarters at Blackpool
B (Northern)	-	Divisional Headquarters at Lancaster
C (Southern)	-	Divisional Headquarters at Leyland
D (Central)	-	Divisional Headquarters at Preston
E (Eastern)	-	Divisional Headquarters at Greenbank, Blackburn
F (Pennine)	-	Divisional Headquarters at Burnley

In addition to the above, two specialist divisions, G (Crime Operations) and H (Uniform Operations), with staff based both within the territorial divisions and at Headquarters are headed by Chief Superintendents.

Appeals against local resolution received 1.4.08 – 31.3.09

	No. received	As % of locally resolved finalised allegations	No. not upheld	Not upheld appeals as % of LR appeals	No. upheld	Upheld appeals as % of LR appeals	No. outstanding	As % of LR appeals
Local resolutions	31	3.65%	20	64.5%	7	22.6%	4	12.9%

Appeals against investigation received 1.4.08 – 31.3.09

	No. received	As % of investigated finalised allegations	No. not upheld	Not upheld appeals as % of inv appeals	No. upheld	Upheld appeals as % of inv appeals	No. outstanding	As % of inv appeals
Investigations	79	20.2%	51	64.5%	14	17.7%	14	17.7%

% of local resolutions completed within 56 days. Target of 70% to be completed within 56 days

	PSD	Div	Force
1.4.08 – 31.3.09	22%	43%	41%
1.1.09 – 31.3.09	16%	55%	52%

% of investigations completed within 120 days. Target of 65% to be completed within 120 days.

	PSD	Div
1.4.08 – 31.3.09	23%	Figures not available
1.1.09 – 31.3.09	49%	Figures not available

The new misconduct procedures introduced on 1 December 2008 allow greater flexibility for the resolution of low level complaints at divisional level. Previously such cases which were not locally resolved by division were returned to PSD for investigation. This sometimes involved quite lengthy enquiries. Investigation days are measured from the date the case is recorded and therefore time spent by divisions in attempting local resolution in the first instance was added to the total investigation time attributed to PSD investigations. Specific examples of this can be provided at the meeting if required. Since 1 December 2008 all cases suitable for local resolution are dealt with by division. If the complainant is unwilling to accept local resolution a proportionate investigation is conducted by division and the case is resolved as an investigation rather than a local resolution. This reduces the total time spent resolving the complaint which ultimately should impact on confidence and satisfaction levels.

The figures above show an improvement in the timeliness of local resolutions completed by divisions for the period 1.1.09 – 31.3.09 against the year to date. This is as a result of more intrusive management of cases where regular monthly meetings are held with divisional SMTs. There is also an improvement in the timeliness for investigations which can be attributed to proportionate investigations being conducted when local resolutions have failed. Up to 31 March 2009 all investigations are attributed to PSD although inevitably some will have been completed by divisions as a result of the new procedures mentioned above. From 1 April 2009 it will be possible to determine whether investigations have been completed by division or PSD.



PROFESSIONAL STANDARDS COMMITTEE

18 JUNE 2009

PART I

IPCC LEARNING THE LESSONS BULLETIN

(Appendix A refers)

Issue for Consideration

The IPCC's Learning the Lessons Bulletin February 2009.

Information

A copy of the IPCC's Learning the Lessons (February edition) is attached at Appendix A for Members information.

Copies of the background documents referred to in the bulletin are available at:

<http://www.learningthelessons.org.uk/>


Decision Required

The Committee is asked to note the report.

Background Papers

None

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LEARNING THE LESSONS

www.learningthelessons.org.uk

Bulletin 6

February 2009

CONTENTS

1. Key Issues.....	1
2. Case Summaries.....	2
3. Recurring Issues.....	7
4. Useful practice noted.....	8

General

This bulletin summarises reports of investigations carried out by the Independent Police Complaints Commission (IPCC) or police forces into a range of police matters. These reports have been chosen because they provide learning opportunities for other police forces facing similar situations and may help them improve their policies/practices and performance.

Inevitably they tend to focus on what went wrong. However, the learning reports - accessible electronically through the link under each case summary - often contain useful information about how the force in question has tackled the problems identified; other forces may find this helpful.

In this issue **custody** is the operational area that generates most cases but much of the learning - on searches, the need to record, recognising risk - comes up in other contexts too. As well as more familiar topics such as **call-handling** and **pursuits**, this bulletin includes learning for the first time on **skips** and use of **dogs**.

1. Key Issues

1.1 Help from the air

Air support can be a key factor in road pursuits; it is vital when a motorbike is concerned and, where two forces are involved, there need to be effective arrangements in place for mutual air support.

1.2 Security comes first

Help for vulnerable detainees should not be at the expense of security; a series of security lapses - an obvious combination code that was overheard, observing from the CCTV monitoring room rather than right outside an open cell, lack of passes to identify visitors - enabled a detainee to escape.

1.3 Dealing with unmarked skips

Where skips do not comply with marking requirements, police warning equipment should be used pending enforcement even in daylight.

1.4 Using dogs against youngsters

A girl of 15 and a boy of 12 suffered minor injuries when brought to the ground by a police dog; there was no force policy on use of dogs against juveniles - this is an issue on which forces need to give guidance.

1.5 How and when to search

A metal detector search could have prevented a detainee smuggling an MP3 player and cigarette lighter into his cell; in another case, a man fractured his arm after officers used a 'double ground pin' technique not approved by the Force.

1.6 Medical care can save lives

Getting medical help when needed could have prevented two deaths in custody: a suicidal man on anti-depressants was not assessed for risk and no medical help was requested; a drunk who appeared to be choking on his vomit during transport was not taken to hospital on the assumption he would not be accepted.

1.7 Equipping staff to deal with potential suicides

All staff need to know force policy on crisis intervention and suicide avoidance; an officer, dealing with a woman threatening to jump from a balcony who had a history of drink, drugs and self harm, failed to carry out intelligence checks so missed a chance to prevent her later suicide.



2. Case Summaries

Road traffic incidents

2.1 Pursuing a drunk motorcyclist

An off-duty policeman reported that a man who was drunk was planning to ride off from the pub on a motorbike. The officers who went to the pub saw a motorbike in the car park but none of the men they spoke to in the pub, among whom was a man who appeared to be drunk, admitted to owning the bike. The officers parked their car across the road from the pub as a deterrent.

Shortly afterwards they saw the man who appeared to be drunk ride off on the motorbike. He was wearing a helmet but no gloves or other protective clothing. The driver of the police car tried to position the car to stop him, but the motorbike manoeuvred round it and sped away along the main road with the police car in pursuit. The officers said later that they intended to follow, observe and report on the motorbike until helicopter support was in place. Meanwhile the motorbike was reaching speeds of 80 mph in a 40 mph zone.

Between a motorway overbridge and a turning, the motorbike tried to overtake a single decker bus, but the front wheel of the motorbike clipped the kerb of a 'keep left' bollard in the middle of the road and the rider was thrown from his bike. The pursuit had lasted less than a minute, not enough time for the communications centre to take a decision on authorising officers to continue the pursuit.

The rider, whose level of alcohol in the blood was almost double the legal limit, suffered severe injuries.

Key messages are only to pursue a motorbike in exceptional circumstances unless a helicopter is available; Force policy should explain the role of the helicopter/police vehicles and the purpose of the initial pursuit, and changes to policy should be communicated in relevant training for operational officers and control room supervisors

[*Click here for a link to the full learning report*](#)

2.2 Young man killed in course of pursuit

A student of 18 living at home had grown into a loner with an unhealthy interest in high performance cars and an obsession with the police. When he passed his driving test he would regularly disappear without telling his adoptive parents of his whereabouts. He stopped attending college regularly after he failed an important exam and his general mood and behaviour deteriorated.

He was arrested following an allegation involving impersonation of a police officer and released on police bail. A few days later, in the early hours of the morning, a car was destroyed by fire. It belonged to the family of the man whose girlfriend had made the allegation. A few hours later, the student's adoptive father found his car missing and phoned the local police (Force X) and the police where the girlfriend lived (Force Y), fearing his adoptive son had taken the car to drive to her house. Force Y had intelligence that the student had access to firearms, but did not share this with Force X. Nor did Force Y share their decision not to pursue the student if he failed to stop.

Not long after, the student rang home, threatening his accuser and her boyfriend. He said he had a gun and explosives and felt

like committing suicide. He also revealed that he was at the local railway station (in Force X's area). Force X had not prepared for this and had to make a hasty risk assessment on the basis of the incomplete information held on Force X's incident log. On the basis of the advice from a Firearms Tactical Advisor, the decision was taken not to deploy firearms units in case the student tried to get the police to shoot him.

After locating the student at the railway station, a Force X police car followed the stolen car for a short time. The Force X police car was driven by a Standard driver, that is, trained in pursuit driving but not in containment/stopping of vehicles involved in a pursuit as Advanced drivers are. His passenger was qualified to Advanced level, but only classroom trained in pursuit commentary. Force X had recently introduced practical commentary training, but the passenger was awaiting this training.

With another police car they tried to stop the student but he reversed into one of the cars and made off. Force Y's helicopter spotted the car travelling south at the same time as the Force X police car did. Force X, whose aircraft was unavailable at the time, had tried to phone Force Y's Air Support Unit (ASU) but got no reply because they were on their way to the scene. Force X did not know that Force Y's helicopter was present and Force Y's helicopter, which was low on fuel, did not know that Force X's aircraft was unavailable.

The Force X police car caught up with the stolen car and came to within about 100 yards. The student pulled away from the police car at speeds over 100mph, tried to pass another car on the left and crashed into the back of a highways coning lorry. He died at the scene from his injuries.

Good practice: Ability of Force Y officers to type directly onto the Control Room incident log from most computer terminals aided control of the incident there.

Key messages are to ensure that all Advanced drivers undergo practical pursuit commentary training; the need for effective arrangements for mutual air support.

[*Click here for a link to the full learning report*](#)

Missing person

2.3 Man not treated as missing

A landlord, worried about his tenant's safety when he heard that he took drugs and spent a lot of time with a man who beat him up, found him in the house with another man. He looked thin and ill. The landlord spoke to a woman who had seen the other man slap the tenant and apparently prevent him from returning home, so he called the police that afternoon.

The police did not arrive for another five hours because of other priorities, but no supervisor was told of this delay. The officers searched the house to check whether the tenant was there and told the landlord they would arrange for the beat team to make 'safe and well' checks at the house over the next few days. They also drove around the area to see if they could find the tenant, but without success. Because of other commitments the beat team did not carry out any 'safe and well' checks. No supervisor was aware of the allocation of this task to the beat team.

The landlord did not see his tenant over the next three days. He went to the police station at about 8pm on the third evening to

report him missing. Force policy needed the report to be allocated to a specific officer to carry out the initial checks and provide a risk assessment. The log of the landlord's visit recorded 'FAO Duty Sgt' and that the landlord would be informed when it was decided what action to take. The report was then referred to the Operations Centre and an entry at 9.20pm read 'Duty Insp aware to here'. However, neither the Duty Sergeant nor the Duty Inspector recalled being informed. The next entry, shortly before 1am, deferred action to 8am later that morning as no-one was available to respond. The Duty Sergeant who came on shift the next morning felt more information would be needed before instigating a missing person enquiry and authorised the return of this job to the Beat Officers list. The tenant was not recorded as missing.

Two days later his body was found in an empty house not far from his home.

Key lessons are to ensure an adequate level of supervision and to ensure appropriate implementation of force missing persons policy.

[Click here for a link to the full learning report](#)

Call handling

2.4 Getting the grading of calls right

A woman of 32 with a history of mental health problems and drug abuse was on medication for depression. She had recently experienced a number of distressing events in her personal life.

One night she got into an argument with her brother and at 8.18pm called the police, alleging he had assaulted her. Her call was graded 'I', requiring an immediate response, but nearly 40 minutes later police had still not arrived so she called the Ambulance Service. They logged her call and advised her to call the police again, before passing the details on to the police. This call was graded 'P', meaning it came from a partner agency. The woman called the police and was told officers would be there "as soon as they can".

The Computer Aided Despatch (CAD) records from the previous calls were then linked with the CAD record created for the call from the Ambulance Service graded 'P', which was made the working CAD - the other CAD records were then passed to a CAD controller to be referred. The 'I' graded CADs were then regraded as 'R' (meaning the calls duplicated other calls with which the police were already dealing), which meant the 'I' graded initial call was removed from the list of outstanding matters, effectively replacing it with a 'P' graded call. Although the remaining CAD did not contain the same level of detail about Police National Computer (PNC) checks, it did display a note about information found on the criminal intelligence database and was marked up 'Please treat as an I call.'

At 11.35pm a Communications Officer called her, but there was no reply, so the Communications Officer left a message asking her to call back and confirm that the alleged offender had left the premises. Several unsuccessful attempts were made to find officers free to attend but it was only at 4.17pm the next day that a police car finally went to her house. No information about this visit was recorded.

Later that day, her boyfriend, who had tried calling her but without success, went round to her house. It was locked and he could not get a reply, so after he had gone to get a screwdriver,

he took the glass out of the back door and managed to get in. When he went upstairs he found the woman covered in vomit and surrounded by medication packaging. She was dead.

Key messages are to respond pro-actively to cases of domestic violence and to monitor any telephone messages left for action required; to grade calls according to type and urgency not source; to keep CAD messages under review frequently to ensure appropriate allocation of resources.

[Click here for a link to the full learning report](#)

Custody

2.5 Escape from custody

A young woman arrested for theft had drugs and suicide markers against her name. She told the custody officer she suffered from claustrophobia and was placed in the holding cell, the largest secure room in the custody suite, with a requirement for constant observation. This involved a police officer sitting in a room with CCTV facilities and a Perspex screen overlooking the holding cell.

She was seen throwing herself on the floor and crying. She told officers that she would "do something" and would not be there much longer. In case she harmed herself an officer was stationed just outside the holding cell and medical assistance requested. She was considered fit to be detained, charged with theft and remanded in custody to appear in court two days later.

The next morning, she was seen lying on the floor in pain and said she could not stand. The Custody Officer decided to leave the holding cell door wide open in case there was an emergency before the doctor arrived. The doctor examined her and said that she was still fit to be detained.

There were two secure doors out of the custody suite, both operated by a code, and with an airlock in between. The code was a rather obvious series of four consecutive numbers. When the doctor was leaving, the Custody Officer told him the code, not realising the detainee could overhear. When she was brought back to the holding cell after the medical examination, the custody assistant closed the door to the holding cell but left it unlocked so that the officer observing her could get immediate access if needed. However, he did not tell either the custody officer or the observing officer that the cell door was unlocked.

About an hour later, the observing officer went to the toilet, but did not let the Custody Officer know he had gone. While he was away, the detainee walked out of the holding cell. An officer coming into the custody suite saw her but thought she was a member of the Addaction team based in the station. The detainee grabbed the closing door, then used the code she had overheard to open the second door and escape.

She was found in hiding later that day and arrested for escaping from lawful custody.

Key messages are to use realistic combination codes on security doors and not disclose them to non-police personnel; all visitors to have valid passes and be escorted to and from the custody suite; conduct constant observation from immediately outside the cell, not from the CCTV monitoring room.

[Click here for a link to the full learning report](#)

2.6 Assessing and communicating risks

In the early hours of the morning a man called the police after he assaulted his wife. He was arrested and taken to the police station. Police had been called out within the previous month following a report he had taken an overdose of paracetamol and the officers were told when he was arrested for assault that he suffered from depression and was on anti-depressants. An officer retrieved his medication and took it with them.

The arresting officers told the Custody Officer that the suspect was depressed and felt suicidal but did not tell the Custody Officer about his medication. The man told him he had thought about jumping in front of a lorry. The Custody Officer did not record this comment but did put in the custody record that he was on anti-depressants and had suicidal thoughts. He made no risk assessment nor did he request medical assistance. The suspect was placed in a cell fitted with CCTV, and was monitored regularly.

When the custody shifts changed, two sergeants took over but who had responsibility for individual detainees was not recorded. Separate handovers were held for custody officers and detention officers and the concerns regarding this suspect were not highlighted. The two new sergeants did not check the custody record, visit him or re-assess the risks to him. When a family member rang to express concerns about his mental health, the nature of the call was not recorded.

That afternoon the man was released on bail to his home address, despite a bail condition not to contact his wife. He was still in slippers and had no money or mobile phone on him. He left the station on foot and turned into a main road. There he was hit by a lorry and died at the scene from multiple injuries. He appeared to have walked out in front of the lorry.

Key lessons are for Force policy to reflect the importance of risk assessment; the need to ensure all custody staff are trained and competent in the completion and documenting of risk assessments, force policies and procedures and how to access the IT system, with refresher training when need identified through performance review; ensure that where more than one custody officer work together, each is clear about which detainees they are responsible for; need for custody handovers between custody officers to include detention officers; detainee's medication to be handed to the custody officer and physically checked on handover between custody officers, with the check recorded.

[*Click here for a link to the full learning report*](#)

2.7 Using the right restraint technique

A man was arrested for breaching a condition of his bail and handcuffed. He was very drunk at the time and became aggressive on the way to the station. Because of his uncooperative behaviour, the custody officer suspended the booking-in process and told officers to take him to a cell to be searched.

Once there he was searched while lying face down on the floor; he struggled and resisted throughout. So they could leave the cell safely, officers attempted to place him in a 'double ground pin,' which was not the technique approved by the Force. The officers did not know this, as they had not been specifically trained in searching someone not compliant. They did not restrain the detainee's head, and while an officer was trying to move the man's right arm around his back, attempted to turn his body

around. At this point his arm made a popping noise and went limp.

At the hospital his right arm was found to be fractured. It was not clear whether this was as a result of the officers' technique; however, it might have been prevented if they had used the approved method and restrained his head, which would have limited his ability to struggle.

Key messages are to train all officers in non-compliant searches and the approved technique; existing training for custody officers and detention officers to cover non-compliant searches in greater detail.

[*Click here for a link to the full learning report*](#)

2.8 Swallowing items smuggled into custody

A man of 26 was arrested for failing to attend court in connection with a theft offence. At the station, the Custody Officer carried out a risk assessment. The man told the Custody Officer that he was on a methadone programme, but did not require medication. His outer clothes were searched and laces and cords taken off him to prevent self-harm before he was put in a cell.

He had smuggled a cigarette lighter, tobacco, cigarette papers, an MP3 player and a number of Subutex tablets into the cell by hiding them in and about his body. He retrieved them and started preparing a cigarette. Custody administrators monitoring the cameras saw a naked flame and alerted other staff members; however, when they went into the cell, the man tried to swallow the tobacco and papers. He started to struggle when they attempted to stop him, so he was handcuffed. A search of the cell began.

Meanwhile, the man showed signs that he was having trouble breathing and was placed on his back. Realising he had stopped breathing, a sergeant gave him mouth to mouth resuscitation while officers called for medical help. When an Emergency Care Practitioner arrived she inserted an airway into the man's throat and attached him to a defibrillator. He began to breathe again and was taken to hospital.

He appeared to have suffered a heart attack during restraint, but he recovered and was discharged from hospital.

Key messages are to search all detainees before placing them in cell and, where detainees are placed in a cell because they are violent, search in the cell; use a metal detector in the search; add a warning marker to the PNC where detainee has concealed items, for use in risk assessment.

[*Click here for a link to the full learning report*](#)

Custody/drugs and alcohol

2.9 Rousing more than looking

A man with a long history of drugs and alcohol abuse was arrested shortly after midnight for failing to answer bail. He was too drunk to be read his rights when arrested or for the Custody Officer to conduct a full risk assessment at the station. However, this was not recorded. Nor did the Custody Officer carry out a PNC check at the time of accepting him into custody. He did, however, arrange for the man to be placed in a Life Signs Monitoring System (LSMS) cell and visited every 15 minutes until he was asleep.

The LSMS uses sensors within the cell to detect movement, including breathing, which can be monitored from a small screen situated at the custody reception area. An LSMS cell has a built-in hatch fitted with peepholes, which can be dropped to allow full interaction with a detainee without opening the cell door. The door also has a large perspex spy-hole, which gives a view into the cell. An LSMS cell records when the door or the hatch in the door has been opened.

Visits were reduced to every half hour when the detainee fell asleep. They did not, however, follow a standard procedure. During 18 scheduled visits the hatch was not lowered, suggesting little or no interaction. The height of the spy-hole meant not all staff were able to use it and relied instead on the peepholes in the hatch. Some of them thought a spy-hole check was enough by way of rousing as long as they could see some movement.

Set abbreviations used to record visits did not provide enough information for custody officers to supervise visits adequately. Moreover, unless a detainee was aggressive or abusive or made a specific request, the response obtained during a visit was not usually recorded. One visit was not recorded at all; the man was not in his cell at the time and his whereabouts were not documented.

Around midday the man was deemed fit to be read his rights. He was cautioned, charged and refused bail, then transferred from the LSMS cell to a standard cell, where there were no monitoring facilities. The Forensic Medical Examiner (FME), who prescribed medication to reduce his drink and drug withdrawal symptoms, requested that he be monitored on a regular basis.

That evening custody staff conducting their handover visits saw him lying on the bench and he did not respond to questions when they went into his cell. He was pallid and did not appear to be breathing. An ambulance was called but he was pronounced dead by the paramedics when they arrived. A post-mortem could not ascertain the cause of death.

Real-time closed-circuit television (CCTV) was out of operation at the custody suite over the two days in question. Time-lapse CCTV was available but was of poor quality.

Key messages are to ensure that Force policy matches the Safer Detention and Handling of Detained Persons guidelines and the Detention Officer Initial Training Course in relation to rousing visits; a spy-hole check is not an acceptable welfare check under any circumstances; spy-holes should be accessible to all staff that need to use them as a preliminary safety check; document all actions taken in relation to a detainee on the custody record and record when detainee not present in the cell on a scheduled visit; details of detainee's actions, mood and emotional state to be fully recorded; CCTV to work.

[*Click here for a link to the full learning report*](#)

2.10 Help for non-violent drunks

A man in his sixties with a history of alcohol abuse was found on a public bench and, for his own welfare, arrested for being drunk and incapable. It was not clear whether he was unconscious or asleep.

At the custody suite, the Custody Officer was told that the detainee had appeared to be choking on his vomit while in the van and was asked if an ambulance was needed. The officer

conducting the risk assessment also suggested the detainee needed medical attention, but the Custody Officer decided not to pursue this on the basis the hospital would not accept him. The Custody Officer agreed he should be visited every 15 minutes but did not record this.

The detainee was placed in the recovery position in a cell. The doctor on the premises at the time was not asked to examine him. Although he was visited over the next few hours the officer visiting only entered the cell on the first and last visit; on other occasions he merely shouted into the cell but, despite this, endorsed the custody record that the detainee had been roused and responses elicited.

On the last visit, the visiting officer found the man had stopped breathing. He was pronounced dead shortly afterwards, having inhaled his vomit because of his drunken state.

Key lessons are the need for a multi-agency approach to caring for non-violent drunks and a detoxification facility that would accept people who were very drunk; training of staff in the need for a thorough risk assessment and rousing in accordance with the Police and Criminal Evidence Act 1984 (PACE) Code C, Annex H

[*Click here for a link to the full learning report*](#)

2.11 When death is due to drugs not drink

The owner of an off-licence called the police after he caught a man taking two bottles of sherry. There was a scuffle between the two before the man, who referred to having a knife, locked himself in the shop toilet.

When the police arrived they tried without success to persuade him to leave the toilet. He was forcibly removed and started to struggle and lash out, so the officers used handcuffs and leg straps to restrain him. They suspected the man was drunk.

He was arrested for theft and criminal damage and escorted to a police van. Now calmer, he was placed on the floor in the rear of the van on his own, still in handcuffs and leg restraints, and driven to the police station.

On arrival at the custody complex two officers had difficulty keeping the man sitting on a bench, he kept sliding off and appeared to be deliberately uncooperative. He was assessed as drunk and taken to the 'drunk' cell. The driver of the van recognised the man as someone previously admitted to hospital for a psychiatric assessment, but failed to tell the Custody Officer this.

The detainee was checked throughout the morning. On the first occasion the officer put him into the recovery position. This was recorded but not that the officer told him he was going to do this and got a response from him. The Custody Officer only looked at him through the observation hatch on subsequent checks, and as he could hear him snoring and see him breathing, thought he was sleeping off the effects of alcohol.

On the last check the Custody Officer noticed blood on the man's mattress and an ambulance was called. He had died of an overdose. No alcohol was detected at the post mortem.

Key lessons are the need to put the series of questions and commands required by PACE when rousing 'drunk' detainees, recording the responses given, and the need for regular

inspection of custody records and practical guidance to ensure compliance; appropriate training for staff involved in transportation on risks associated with transporting vulnerable and restrained detainees; policy for the provision of CCTV in custody suites.

[Click here for a link to the full learning report](#)

Vulnerable people

2.12 Helping the vulnerable

A young man of 24, with long-running psychological problems, was thrown out of the family home when he had been drinking. He called the police and was advised to go to the police station. There he was given shelter in the front desk area, as he was reluctant to spend money on a B&B. The front office was covered by CCTV but the images were not recorded or routinely monitored.

In the morning he was found dead on the front steps of the station. He had taken an overdose of painkillers.

This young man had been detained on two previous occasions. Both times information about self-harm had come to light but, in breach of Force policy, had not been recorded on Prisoner Escort Record (PER) forms - once because the Custody Officer was too busy and left it to the next shift to pursue.

Key lessons are the need for adequate CCTV coverage; for a force policy on how to respond to the homeless, tailored to the specific services/arrangements in the area; for corporate risk assessment and PER forms and clarity on the procedure in relation to completion and responsibility for submitting warning reports.

[Click here for a link to the full learning report](#)

2.13 When someone threatens to jump

A woman of 36 called the police in the early hours one morning threatening to jump from the twelfth floor of her block of flats. She had had behavioural problems from an early age and had been treated over the years for drug and alcohol problems. She also had a history of self harm, including attempts to hang herself and to set fire to herself.

When the police arrived they saw her sitting on the balcony with her legs over the wall. An officer struck up a rapport with her and was able to snatch her back from the wall and bring her down from the balcony. The officers considered whether to detain her under section 136 of the Mental Health Act 1983 in order to take her to hospital as a place of safety. However, she told them she had called the police because she wanted an audience and agreed to go to hospital voluntarily. A week later, a local arts centre rang the police about a woman who had cut both her wrists in reception and then walked out. Police found her and established it was the same woman. She said she had not intended to kill herself and they took her home.

Early the next morning she called the police and threatened to jump from the balcony again. An inspector found her on the balcony, took hold of her and led her back down to her flat. There he saw a bag of empty beer cans and also took one off her when she tried to drink. He did not, however, request any PNC or other checks and did not ask her questions about her past history, so he missed that she was an alcoholic and a drug user who had tried

to kill herself in the past. The communications officer tried to tell him about the incident in August, but the message broke up in transmission. In all, the inspector spent less than seven minutes on the incident.

Half an hour later, the woman called the police, again threatening to jump. Officers forced entry to her flat and found her sitting on the window sill with her legs outside, drinking a can of beer. She appeared to be drunk and told them she would jump if they came closer. They kept trying to talk to her but about ten minutes after they arrived she jumped from the window. She died from her injuries.

None of the officers or staff involved had received specific training in dealing with vulnerable or suicidal people, despite a number having over fifteen years experience in the Force, and most of them had not even seen the Force's leaflet on potential suicide avoidance. Not all of them had been offered support after the incident in line with the Force's critical incident policy.

Key messages are to ensure all staff (including new staff) have seen the Force's guidance on crisis intervention and potential suicide avoidance; staff to have guidance to background checks to ensure they are robust and it is clear whose responsibility they are; the importance of critical incident debrief/defusing for welfare and learning.

[Click here for a link to the full learning report](#)

Skips

2.14 Enforcing skip requirements

The County Council introduced a new process for skip and scaffold licence applications and made it clear in letters to skip companies that they would no longer process any skip licence application unless they received the original paperwork - not a fax - and payment for the full licence period. The back of the application form set out the statutory requirements for skips on the public highway to have broad red fluorescent and yellow reflective diagonal strips placed on the sides facing the traffic in both directions and to be properly lighted during the hours of darkness. At the end of each day County Council staff would send a blue copy of each approved application by post to the police station nearest to the location of the skip, but police staff were not generally aware of their existence.

After the new process was introduced, the County Council received an application from a skip hire firm to allow them to place a skip at a named address, starting on the date specified. It was faxed and no payment was made. The technician who usually processed applications was away so the site was not inspected.

Although the licence had not been granted, about 8.30am on the date specified the skip in question was put in place - not at the address named in the application but in a nearby street. The skip delivery driver put a light on the skip, but it was not working, and the skip did not have the required fluorescent strips. Later that morning the hirer dragged it up the road nearer to the specified address, where it was under a street light.

Late that evening an off-duty police staff member reported the unlit skip to the police, concerned that it blended into its surroundings and was difficult to see. At about 1am two police officers checked the skip and reported that, as it was directly underneath a street light, it could be easily seen. Although their

car contained warning signs and cones, the officers did not feel they needed to use them.

Six hours later (by which time it was light) a man on his motorbike collided with the skip. He died at the scene. It was not clear whether the lack of strips or cones contributed to the accident.

Key messages are to enforce compliance where breach of safety requirements identified; use police warning equipment pending enforcement; ensure approved licences for skips are kept up to date and stored at locations where front line and control room staff have immediate access.

[Click here for a link to the full learning report](#)

Use of police dogs

2.15 Police dog used against youngsters

Police received an anonymous call about the sound of breaking glass coming from playing fields and, suspecting a burglary, went to the scene with a police dog handler and his dog. They spotted four youngsters running towards the top of the field but because they were in hooded tops and jackets they could not tell how old they were. The Force did not have a policy about using dogs against juveniles.

The dog handler shouted that he had a police dog and would send it after them unless they stood still. The youngsters kept running

and, as he was too far away to catch them on foot, he sent the dog after the nearest suspect. When the dog brought the suspect to the ground, he discovered the suspect was a girl. One of the other suspects was still moving, either running or waving his arms around and shouting. The dog ran at him and knocked him to the ground.

The dog's actions injured both the girl, who was 15, and the boy, who was 12. She had a bruise on her arm and grazed her side and stomach; he had a cut to his upper lip and scratches on the back of his shoulder. The youngsters had not managed to get into the pavilion but three of them (including the two caught by the dog) were given a reprimand for criminal damage.

Good practice: After-care card, with suitable advice and contact information, carried by dog-handlers to be given to anyone who had received a dog-bite; copying all third-party dog bite reports to the Professional Standards Department for review and possible referral to the IPCC.

Key messages are to ensure the Force's dog deployment policy gives guidance or instruction about deploying dogs against juveniles; integrate records held on dog-handlers to give a comprehensive picture of their performance.

[Click here for a link to the full learning report](#)

3. Recurring Issues

Introduction

This bulletin includes investigations of relevance to a range of operational areas, with learning on a variety of topics.

There are a number of cases involving custody and these pick up on many of the issues identified in Bulletin 3 on the theme of custody - rousing, CCTV, risk assessment, record keeping and training. Training and risk assessment were also factors in some other cases.

Apart from custody, call-handling and pursuits in particular continue to generate useful learning and, although not pinpointed as a recurring issue, the need for help from other agencies - for the homeless and alcohol abusers - remains a significant aspect of some cases.

Rousing

The importance of complying with PACE Code C was again highlighted in three cases involving drink and drugs, where detainees died after failure to rouse them

- A man who had overdosed was assessed as drunk and checked only through the observation hatch
- Only spy-holes, or peepholes in the hatch, were used to check on a drunk
- The officer shouted into the cell but did not go in

CCTV

Three cases underlined the need for good quality CCTV coverage

- In one of the cases where a detainee died, the custody suite real-time CCTV was not operating and time-lapse CCTV was of poor quality; in another there was no CCTV coverage at all
- In the front office of a police station where a man took an overdose, the CCTV images were not recorded or routinely monitored

Searching

Two cases where searching non-compliant detainees led to injury/heart attack pointed to

- The importance of searching at an early stage (the detainee tried to swallow items he had already smuggled into his cell)
- The benefits of using a metal detector
- The need for training for all officers in such searches

Training/Guidance

Training was also needed in a variety of other circumstances

- For Advanced drivers in practical pursuit commentary
 - In the transportation of vulnerable detainees
- In two cases guidance/policy could have helped officers dealing with suicide risks
- On background checks and whose responsibility they were
 - How to respond to the homeless

Identifying Risk

A number of cases hinged on the failure to recognise/assess/act on risk appropriately

- A custody officer made no risk assessment of a detainee who was on anti-depressants and admitted to suicidal thoughts
- A report that a man was missing was not allocated to a specific officer in line with the Force's Missing Persons Policy, so no risk assessment was carried out
- A drunk needing medical attention when brought into custody was not taken to hospital on the assumption he would not be admitted in that state

Record keeping

Recording is another issue which has featured in previous bulletins and recurred in several cases here:

- No information was recorded about a visit to a house where a woman was later found dead

- A man who killed himself at a police station had been detained previously but information about self-harm had not been recorded
- Visits to detainees were not recorded accurately
- Concerns expressed by a relative about the mental state of a detainee were not noted

Liaison

Lack of effective liaison emerged as an issue in some cases:

- Concerns about a detainee were missed where separate handovers were held for custody officers and detention officers
- The observing officer did not tell the custody officer that the cell door had been left unlocked
- Neighbouring forces involved in a pursuit did not have effective arrangements in place for mutual air support

4. Useful Practice Noted

In the course of the investigations featured in this bulletin, some practices were identified which could be useful for other forces.

Police dogs

- Copying all third-party dog bite reports to the Professional Standards Department for review and potential referral to the IPCC could enhance quality and improve scrutiny
- A prepared after-care card to be carried by dog-handlers and given to anyone who had received a dog-bite to provide suitable advice and contact information

LSMS cell

A Life Signs Monitoring System (LSMS) cell, if properly used, can provide valuable support in monitoring detainees who are heavily intoxicated or otherwise at risk

Direct inputting

Ability to type directly onto the Control Room incident log from computer terminals can aid control of an incident

You can access the bulletin and related learning reports on the Learning the Lessons Committee website at www.learningthelessons.org.uk

If you have any enquiries about the Learning the Lessons Committee or the cases in this bulletin, please contact the IPCC on learning@ipcc.gsi.gov.uk

Bulletin 6 February 2009 General

This bulletin is issued by an inter-agency Learning the Lessons Committee. Its members all have a role to play in enhancing the service provided by the police:

- Independent Police Complaints Commission (IPCC)
- Association of Police Authorities (APA)
- Association of Chief Police Officers (ACPO)
- HM Inspectorate of Constabulary (HMIC)
- National Policing Improvement Agency (NPIA)
- The Home Office

This bulletin should be used to alert relevant officers and staff to the serious consequences of simple oversights or failures to follow procedure. In some cases, changes may be needed, in policy or practice, or training, to the physical environment or otherwise. Forces should ensure the bulletin is brought to the attention of those who need to see it for these purposes. It is also a tool to help police authorities, in their oversight role, assess the risks their force faces, whether resources are adequate to deal with them and to monitor the force's performance in the areas highlighted.

Names have been anonymised in the learning reports to make it possible to circulate them more widely.

Do you have a case for inclusion in the bulletin?

We are looking to include learning reports from local investigations in future bulletins to accompany the managed and independent investigations from the IPCC. If you work in a police force and know of a case with useful learning you can refer it to your Head of Professional Standards Department who in turn can submit it to the ACPO Professional Standards Committee for consideration.