

<b>For Information</b>	
<b>Public/Non Public*</b>	<b>Public</b>
<b>Report to:</b>	<b>Audit and Scrutiny Panel</b>
<b>Date of Meeting:</b>	<b>10 December 2015</b>
<b>Report of:</b>	<b>FORCE IMPROVEMENT ACTIVITY, LESSONS LEARNED MONITORING, IPCC LESSONS LEARNED REPORT</b>
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<b>Agenda Item:</b>	<b>5</b>

## **FORCE IMPROVEMENT ACTIVITY - LESSONS LEARNED MONITORING**

### **1. Purpose of the Report**

- 2.1 To inform the PCC in respect of force improvement activity, lessons learned monitoring, and the implementation of learning from the IPCC 'lessons learned' bulletins during the relevant period April - September 2015.

### **2. Recommendations**

- 2.1 That the Audit and Scrutiny Panel notes the report.

### **3. Reasons for Recommendations**

- 3.1 To provide the PCC with relevant information and oversight of Nottinghamshire Police response to lessons learned as a result of public complaints and internal conduct matters.

### **4. Context**

- 4.1 The identification of organisational learning within the context of Professional Standards is sourced through assessment of three key business areas:
- Complaints from members of the public
  - Police conduct
  - Independent Police Complaints Commission (IPCC)
- 4.2 The strategic aim is to ensure best practice across the organisation by sharing knowledge and learning with relevant business areas.
- 4.3 In addition to organisational learning, individual accountability is expected of specific officers through "management action", which is managed as a performance matter at a local level.
- 4.4 Monitoring and evaluation of this approach is organised through the national police complaints recording system, "Centurion".
- 4.5 Where learning is considered relevant to the wider organisation it is shared with respective discipline heads including for example Learning & Development, Custody or Contact Management. Learning is also shared through the Police Intranet

and “Keeping You Informed” bulletins. Discipline heads are invited to review current practice against specific learning and if appropriate, deliver changes to policy and practice.

- 4.6 Governance and oversight of PSD organisational is secured at the ‘*Professional Standards, Integrity and Ethics Board*’ Chaired by Deputy Chief Constable Fish.
- 4.7 Monitoring, evaluation and reporting mechanisms have recently been developed, which will enhance the governance of learning and development at the *Professional Standards, Integrity and Ethics Board*. This scheme improves clarity of ownership for learning across a range of business disciplines as appropriate.

## **5. Learning from Complaints, Conduct, IPCC**

- 5.1 Listed below are thematic examples of current learning during the reporting period. As described at 4.5, where appropriate, these topics will have been shared with discipline heads for consideration.

- 5.2 **Theme: Reducing dissatisfaction by improving appropriate communication.**  
(Source: Centurion Lessons 377, 357, 372, 360, 391, 386).

Examples:

- Use of the public/private intercom from Custody Suites can have a detrimental impact on perception by clients and professionals receiving certain information from the public side. One event resulted in a complaint from a Solicitor. On reflection, a personal contact with a person may have resulted in a more appropriate contact given the nature of the matter in issue; personal contact would have saved time and avoided a complaint. **Shared with CJ Management Team.**
- Appointment booking systems for Managed Incidents can sometimes fail due to capacity or operational incidents taking priority. Delay or failure to meet appointments should be communicated directly with the relevant person. **Shared with Contact Management Leadership Team.**
- Timely and meaningful updates from the ‘Officer in the Case’ to the relevant person remain an important part of securing victim confidence and satisfaction. **Shared globally on ‘Keeping You informed’**

- 5.3 **Managing Seized Property.**  
(Source: Centurion Lessons 365, 356, 361)

Examples of poor management of seized property lead to complaints and dissatisfaction. This tends to be experienced by persons who had been treated as a suspect, but no longer. Their entitlement to the return of items classed as exhibits is not treated as a priority and can result in complaints about the timeliness of property returned. Care and attention must be given equally to items seized but subsequently discounted as an exhibit. **Shared with Head of Archives & Exhibits**

5.4 **Managing Public Expectations**  
(Source: Centurion Lessons 378,)

Aligned to the above examples; communicating expectations is an increasing aspect to ensure public understanding of the limitations in which police operate. Further example is the operational capacity to maintain performance through the attendance criteria. Following the strategic direction to increase the number of calls for service without attendance; strong and positive communication is required both generally and at the point of contact.

Without a consistent and positive communication plan, an increase in complaints can be anticipated. **To be shared at next 'Professional Standards, Integrity and Ethics Board'**

5.5 **IPCC Learning**

One Learning the Lessons Bulletins has been released by the IPCC since April 2015 (see Appendix 1). This bulletin has been shared with Departmental and BCU leads inviting consideration as to how the evidence can be used to inform business locally.

5.6 Bulletin 22, was a general topic circulation with the following areas of interest.

Theme	Key question for policy makers
Threats to personal safety	How do you make sure officers involved in handling incidents of subjects served a safety warning share information effectively?
Dealing with abandoned calls	What advice do you give to control room operators dealing with calls where the caller is not talking with the operator or where the call is abandoned?
Classifying an incident as a concern for welfare	Do you provide call handlers with any prompts about information to collect from callers of missing persons? Do you advise them to ask about any relevant health conditions and any out of character behaviour?
Abuse of position	Is your force able to monitor how officers are using computer systems?

5.8 Protocols within Nottinghamshire Police have been reviewed against the challenge questions from the above bulletins. The organisation has satisfied itself that the aspect of learning are already fulfilled and no change is necessary.

**6. Financial Implications and Budget Provision**

6.1 No specific financial implications have been identified.

**7. Human Resources Implications**

7.1 No specific implications.

## **8. Equality Implications**

- 8.1 No specific internal equality implications are identified. Learning around improving services to the vulnerable, the young and in respect of mental health services will enhance equality of service across the local communities.

## **8 Risk Management**

- 9.1 The process as described ensures that learning is embedded in a way that mitigates against risk.

## **10. Policy Implications and links to the Police and Crime Plan Priorities**

- 10.1. Strategic Priority Theme 1: Protect, support and respond to victims, witnesses and vulnerable people.

## **11. Changes in Legislation or other Legal Considerations**

- 11.1 None.

## **12. Details of outcome of consultation**

- 12.1 None

## **13. Appendices**

- 13.1 Appendix 1: Copy of IPCC BULLETIN 24