

<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>15 December 2014</b>
<b>Report of:</b>	<b>FORCE IMPROVEMENT ACTIVITY, LESSONS LEARNED MONITORING, IPCC LESSONS LEARNED REPORT</b>
<b>Report Author:</b>	<b>DCI Windmill-Jones</b>
<b>E-mail:</b>	<b>michael.windmill-jones@nottinghamshire.pnn.police.uk</b>
<b>Other Contacts:</b>	<b>Nicky.kamionko@nottinghamshire.pnn.police.uk</b>
<b>Agenda Item:</b>	<b>07</b>

\*If Non Public, please state under which category number from the guidance in the space provided.

## **FORCE IMPROVEMENT ACTIVITY**

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

- 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 to September 2014.

### **2. Recommendations**

- That the Audit and Scrutiny Panel receives assurance that lessons learned are being implemented.

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

- To provide the PCC with relevant information and oversight in respect of how Nottinghamshire Police responds to lessons learned as a result of public Complaints and internal conduct matters.

### **4. Summary of Key Points (this should include background information and options appraisal if applicable)**

- The DCI Head of Complaints and Misconduct Unit (CMU) is the Professional Standards Directorate (PSD) lead for organisational learning. Where PSD investigate a public complaint or conduct matter, or are asked to review a particular incident to determine whether it was appropriately dealt with, the investigation also considers whether there is any learning that can be used to improve future organisational responses. We capture that information on the Organisational Learning tab of our recording system which is called Centurion.
- Following these investigations, if the learning is for an individual through management action, an action plan or additional training, this will be progressed following disclosure to the officer's or staff member's line management.

- Where the learning is considered relevant to the wider organisation then this will be shared by PSD with the most appropriate lead department, such as Learning & Development, Custody or Contact management, and will also be communicated on the PSD intranet site.
- If there is any learning which requires fast-time action that will be progressed with the appropriate department and the recipient asked to reply back with any action taken by a given deadline. The requests and responses will also be attached to the Centurion record.
- Where appropriate, PSD will conduct reviews to ensure that any immediate or recommended changes have been effectively implemented.
- In addition, the CMU DCI also reviews the 'Learning the Lessons' bulletins (Appendix A Bulletin 21 Taser) including a new Focus document (Appendix B) from the IPCC, which is generally for PSDs to pick up national learning to improve our business and key functions. These documents are circulated to all Heads of Departments and placed on the PSD website. Identifying and implementing best practice from the 'Learning the Lessons' bulletins helps to manage risk and maintain or improve the service we provide, thus impacting positively on the trust and confidence from those we protect and serve.
- The effective implementation of all relevant learning is also monitored through the force 'Professional Standards and Integrity' board, chaired by the DCC. Membership of this board includes representation of the OPCC. The quarterly PSD newsletter 'Integrity Matters' and the PSD intranet site are also used to further communicate or refresh key messages regarding organisational learning for all staff and officers.
- In the relevant reporting period, April to September 2014, there has been one IPCC Independent investigation finalised with recommendations in relation to the way Nottinghamshire police responded to a complaint of attempted robbery and the subsequent death of John McGrath.
- This had already been looked at by the IPCC in a 'Managed' investigation in 2009 which identified learning that was accepted and implemented at the time and included;
  - DS to receive Management Action
  - PSD review the implementation of the previously identified fast track learning regarding Violent Crime Handovers
  - Officers to be reminded of the importance of checking intelligence
  - With IPCC Commissioners permission copy of the report to be released to NHS Mental Health Team
  - With IPCC Commissioners permission copy of the report to be released to Nottinghamshire Police Authority.

The IPCC also released 'learning the lessons' Bulletin in August 2012 raising awareness of this case and asking questions of policy makers and managers in all forces into areas identified in their managed investigation asking;

Are you confident that your officers know when and how to circulate a suspected offender as wanted on the PNC?

Do you require your officers to routinely check other intelligence databases, as well as the PNC?

Does your force actively engage with partner agencies when trying to locate serious/dangerous offenders?

Are you confident that where staff are aware that lack of resources is impacting on ability to carry out critical activities that they are confident to raise these issues with supervisors, and that you have sufficient mechanisms in place to support this?

How do you help ensure that outstanding tasks in investigations like this one are handed over effectively, and how do you check all your officers follow this approach?

As a supervisor, how do you ensure that all key suspects in an investigation are arrested in a timely manner, especially in serious crimes such as robbery?

All the above were incorporated into one improvement plan and completed.

The following are specific recommendations from the second Independent Investigation into John McGrath;

- a) Recommendations that specified officers had a case to answer. The force response was that relevant officers received 'Management Action' for;  
Failure to conduct an expeditious and diligent investigation into an attempt robbery,  
Failure to effectively supervise officers and ensure there was an expeditious and diligent investigation into attempt robbery and;  
Failing to record decisions and rationale following discussions with officers and supervisors.
- b) Recommendations that Violent crime rolling handover process needed to be reviewed The force response was that; Inspectors had been reminded of the process (Demand Management Inspectors (DMI) to DMI), clarity about ownership and scrutiny at Daily Management Meeting by senior officer. Violent crime rolling handovers now in place and subject to robust scrutiny by a senior officer
- c) Recommendations that Officers should be reminded of the importance of checking other systems in particular intelligence databases when researching an individual's arrest history, in the knowledge that data collated prior to December 2005, may now have been deleted from the Police National Computer (PNC) in accordance with Management of

Police Information (MOPI). The force response was to remind officers through formal briefings and at Daily Management Meetings (DMM).

- d) Recommendation that where staff are aware that lack of resources is impacting on ability to carry out critical activities that they are confident to raise these issues with supervisors. The force response was that Demand Management Meetings (DMM) includes a review of resources as well as risk/threat to enable escalation where necessary. This process is carried out daily by a senior officer and creates the opportunity for escalation.
- e) Recommendations that Nottinghamshire Police ensure all officers complete the mental health Training package as soon as possible. The force response is that a new programme of mental health training will begin in autumn 2014. Approximately one third of frontline staff/officers have completed existing training. Custody sergeants and new recruits receive bespoke training.
- f) Recommendations that Nottinghamshire Police review its policies and procedures in relation to property to ensure that property in police possession is accounted for and can be readily obtained. The force response was that Policies and Procedures reviewed and found to be relevant and up to date. This case highlighted a gap between local property management and HOLMES property management. This issue has now been resolved.
- g) Recommended that Nottinghamshire Police ensure all frontline staff are aware of specific policies e.g. Nottinghamshire Police – Investigative Procedure Policy 2008, Nottinghamshire Police Incident Management Policy and understanding of the Crime screen unit. The force response was that they are reviewing the policies and staff would be reminded through the intranet and through individual training for officers

A), b), c), d) and f) are completed e) and g) are part of on-going work and form part of an improvement plan or are featured in the Delivering the Future programme and will be monitored through the Standards and Integrity Board.

Other learning is included on the PSD intranet site along with a link to the IPCC 'Learning the Lessons' bulletins. The last bulletin was Bulletin 21 in July 2014 which is a national publication pulling together various learning from around the country concerning 'Taser'. This has been circulated to all Heads of Departments particular OSD and Firearms Training.

The issues covered in the bulletin included;

- Taser and CS spray
- Length of time a Taser is cycled for
- Immediate after care for people suffering adverse effects from Taser

- Decision to use Taser
- Authorisation process for Taser
- Taser use in custody
- Taser use on people with mental health difficulties
- Post-incident procedures following Taser use
- Recording of Taser complaints
- Use of Taser in drive-stun mode
- Process for signing Tasers out of armouries
- Accurate record keeping following use of Taser
- Accidental Taser use
- Taser used on the wrong person
- Approval process for Taser officers

These are also being progressed through the process as described above and will be monitored through the Standards and Integrity Board.

## **5 Financial Implications and Budget Provision**

5.1 No specific financial implications have been identified.

## **6 Human Resources Implications**

6.1 No specific implications.

## **7 Equality Implications**

7.1 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**

8.1 The process as described, ensures that learning is embedded in a way that reduces and mitigates against risk.

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

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

## **10 Changes in Legislation or other Legal Considerations**

10.1 None.

## **11 Details of outcome of consultation**

11.1 None

## **12. Appendices**

12.1 Appendix A IPCC BULLETIN 21

12.2 Appendix B IPCC FOCUS 5