

6th April 2009

Kevin Pryce
Direct line 0151 285 5528

**ALL MEMBERS ARE INVITED TO THE DIP SAMPLING SESSION AT 1.00PM
PRIOR TO THE MEETING**

To: **The Chairman and Members
of the Professional Standards and Complaints Committee**

Dear Sir/Madam

A meeting of the **Professional Standards and Complaints Committee** will be held on **Thursday 16th April 2009** in **the Meeting Room, Merseyside Police Authority Offices, West House, Mercury Court, Liverpool** commencing at **2.00 p.m.**

An agenda for the meeting is enclosed.

Yours faithfully



Sheena Ramsey
Chief Executive to the Authority

MERSEYSIDE POLICE AUTHORITY

PROFESSIONAL STANDARDS & COMPLAINTS COMMITTEE

MEMBERSHIP

Elected Members

Mrs R Bailey
G Howe (Chairman)
I Jobling
Ms D Kerrigan
Mrs K Wood

Independent Members

Mrs D Clark
Mrs V Davies
Mrs M Lewis JP
Mr R Waring
Prof A B Zack-Williams

MERSEYSIDE POLICE AUTHORITY
PROFESSIONAL STANDARDS AND COMPLAINTS COMMITTEE

THURSDAY 16TH APRIL 2009

AGENDA

PART 1

Apologies

<u>Item</u>	<u>Page</u>
1. <u>DECLARATIONS OF INTERESTS</u>	
2. <u>MINUTES</u>	
To receive as a correct record the minutes of the meeting of the Committee held on 5 TH March 2009.	1.
<u>REPORT OF THE CHIEF CONSTABLE</u>	
3. Analysis of Complaints	5.
4. Black and Racial Minority (BRM) and Female Staff in Specialist Departments	47.
5. Diversity Training Analysis (Provision and Attendance)	53.
6. <u>ANY OTHER ITEM(S) WHICH THE CHAIRMAN DEEMS TO BE OF AN URGENT NATURE</u>	

PART 2

Under Section 100A(4) of the Local Government Act 1972, and having satisfied the requirements of Paragraph 10, the public may be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraphs 1 & 7 of Part 1 of Schedule 12A to the Act.

Item

REPORT OF THE CHIEF CONSTABLE

7. **Police Disciplinary Matters**

To consider the verbal report of the Chief Constable indicating cases where police officers are currently under suspension or are on restricted duties pending legal/disciplinary proceedings.

8. **ANY OTHER ITEM(S) WHICH THE CHAIRMAN DEEMS TO BE OF AN URGENT NATURE**

MERSEYSIDE POLICE AUTHORITY**PROFESSIONAL STANDARDS AND COMPLAINTS COMMITTEE**

At a meeting of the Professional Standards and Complaints Committee held on Thursday 5th March 2009 in the Meeting Room, Merseyside Police Authority offices, Mercury Court, Liverpool the following Members were present: -

Elected Members

Mrs R Bailey
G Howe (Chairman)
I Jobling
Ms D Kerrigan
Mrs K Wood

Independent Members

Mrs D Clark
Mrs V Davies
Mrs M Lewis JP
Mr R Waring
Prof A B Zack-Williams

Also In Attendance

Mrs F Street (Part 1 only)

31. Declarations of Interests

There were no Declarations of Interests received.

32. Minutes

The minutes of the meeting held on 15th January 2009 were received as a correct record and signed by the Chairman.

33. Presentation – Police Performance Regulations 2008 (Unsatisfactory Performance)

The Committee received a presentation by Jackie McCreaney, Head of Personnel Policy and Peter Watson, Staff and Employee Relations Officer.

The Chairman thanked the officers for the presentation and requested that Members be provided with training on the Taylor Regulations.

RESOLVED- That Members be provided with training on the Police Performance Regulations 2008 (Unsatisfactory Performance) as part of wider training in respect of the new Taylor Regulations.

34. Learning the Lessons Bulletin

The Committee considered the report of the Chief Executive which provided Members with an update from the Independent Police Complaints Commission (IPCC).

The most recent bulletins published in October 2008 and February 2009 summarised reports of investigations carried out by the IPCC or police forces into a range of police matters. The reports provided learning opportunities for other forces facing similar situations and assisted Members in their governance roles. None of the reports contained in the bulletins related to Merseyside matters.

Members observed that Life Signs Monitoring Systems (LSMS) cells provided valuable support in monitoring at risk detainees and requested a report on their availability throughout the Force be submitted to the next meeting of the Community Partnership Committee.

Members also requested that the Force's protocols in relation to dog deployment against juveniles and police attendance at children's homes be submitted to the next meeting of the Committee.

RESOLVED- That:-

- (i) Further reports on issues contained in the Bulletins be submitted to the Committee and referred to relevant Committees of the Authority in order to seek reassurance of Force practice;
- (ii) reports on the Force's protocols in relation to dog deployment against juveniles and police attendance at children's homes be submitted to the next meeting of the Committee; and
- (iii) a report on the availability of LSMS cells throughout the Force be submitted to the next meeting of the Community Partnership Committee.

35. Analysis of Complaints

The Committee considered the report of the Chief Constable of complaints against the police covering the period 1st April 2008 to 31st December 2008.

Members were informed that during the period there had been 664 complaints against the Force which represented an increase of 37% over the corresponding period in 2007.

Chief Superintendent Baines advised Members of progress made in relation to direction and control complaints and agreed to provide further information to the Committee at a future meeting.

Members discussed the number of complaint allegations per 1,000 officers for BCU's and Departments and noted that the Anti-Social Behaviour Taskforce (ASBT) had the highest number of allegations. Members requested that Action Plans to address this problem be submitted to the next meeting of the Committee.

The Committee again discussed cases of Incivility and measures being implemented to address the consistently high levels of complaints received.

Members observed that of the 689 individual complainants, 559 had provided self-class ethnicity and of these 2.86% were Black African. Members requested that further analysis of this ethnicity group be submitted to the next meeting.

Chief Superintendent Baines informed Members that an analysis of complaints against the MSF group of forces had been undertaken in September 2008 and agreed to submit the findings to the next meeting of the Committee. He further informed the Committee that PSD had recently completed a bespoke Customer Satisfaction Survey, the results of which would also be reported to the next meeting.

Members requested a further report on locally resolved complaints.

The Committee was advised of the recent revision to the Force's Pocket Notebook Policy and Procedure.

RESOLVED- That:-

- (i) Action Plans to reduce the number of complaints against BCU'S and Departments including the ASBT be submitted to the next meeting of the Committee;
- (ii) a report of complaints made by the Black African community be submitted to the next meeting of the Committee;
- (iii) the results of the analysis of complaints against the MSF group of forces be submitted to the next meeting of the Committee;
- (iv) the results of the bespoke Customer Satisfaction Survey, including data for complainants whose complaints had been locally resolved, be submitted to the next meeting of the Committee; and
- (v) a report on direction and control complaints be submitted to a future meeting of the Committee.

36. Police Officer and Police Community Support & Traffic Officer (PCS & TO) Training for Working with Children and Young Persons

The Committee considered the report of the Chief Constable on the developing position with regard to the modules for training neighbourhood staff and dedicated schools officers working with children and young persons.

The report informed Members of the structure in place to develop the training requirements for Merseyside Police schools officers, PCS & TOs and Neighbourhood Officers. The training would be delivered by the Academy in March/April 2009 to ensure that officers are equipped with the knowledge, understanding, skills, attitudes and behaviour to perform their roles.

Superintendent Shakeshaft agreed that a training needs analysis would be carried out on the ASBT to determine if this training was required.

The Chairman, on behalf of the Authority thanked the Academy for the informative training day provided to Members on the 27th February 2009.

RESOLVED- That the report be noted.

37. Local Government (Access to Information) Act 1985

RESOLVED - That in accordance with the provisions of the Local Government Act 1972 and having satisfied the requirements in Section 10, the public be excluded for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in Paragraph 1 and 7 of Part 1 of Schedule 12A to the Act.

38. Police Disciplinary Matters

Members considered the verbal report of Chief Superintendent Baines who circulated information regarding cases where police officers were currently under suspension, on restricted duties pending legal/disciplinary proceedings or involved in current IPCC cases.

RESOLVED – That the report be noted.

Minutes 31 to 38 received as a correct record on the 16th day of April 2009.

Chairman of the Committee

(The meeting closed at 4.08 pm)



To: The Chairperson and Members of the
Professional Standards and Complaints Committee

Meeting: 16th April 2009

Report of the Chief Constable

Analysis of Complaints

1. Purpose

The purpose of this report is to provide Members with an analysis of complaints against the police, covering the period 1st April 2008 to 28th February 2009.

2. Recommendation

Members are invited to note this report.

3. Background

Members receive regular analysis of complaints against the police. At the last meeting of the Professional Standards and Complaints Committee on 5th March 2009, Members requested the following;

- i. Reports on the Force's protocols in relation to dog deployment against juveniles and police attendance at children's homes be submitted to the next meeting of the Committee – see para 4.29;
- ii. Action Plans to reduce the number of complaints against BCUs and Departments including the ASBT be submitted to the next meeting of the Committee - see para 4.14 and attached Appendices.
- iii. A report of complaints made by the Black African community be submitted to the next meeting of the Committee – see para 4.20.
- iv. The results of the analysis of complaints against the Most Similar Force (MSF) group of forces be submitted to the next meeting of the Committee – see para 4.13.
- v. The results of the bespoke Customer Satisfaction Survey be submitted to the next meeting of the Committee – see para 4.26.
- vi. A report on the satisfaction data for complainants whose complaints had been locally resolved be submitted to the next meeting of the Committee - see para 4.26.

- vii. A report on direction and control complaints be submitted to a future meeting of the Committee.

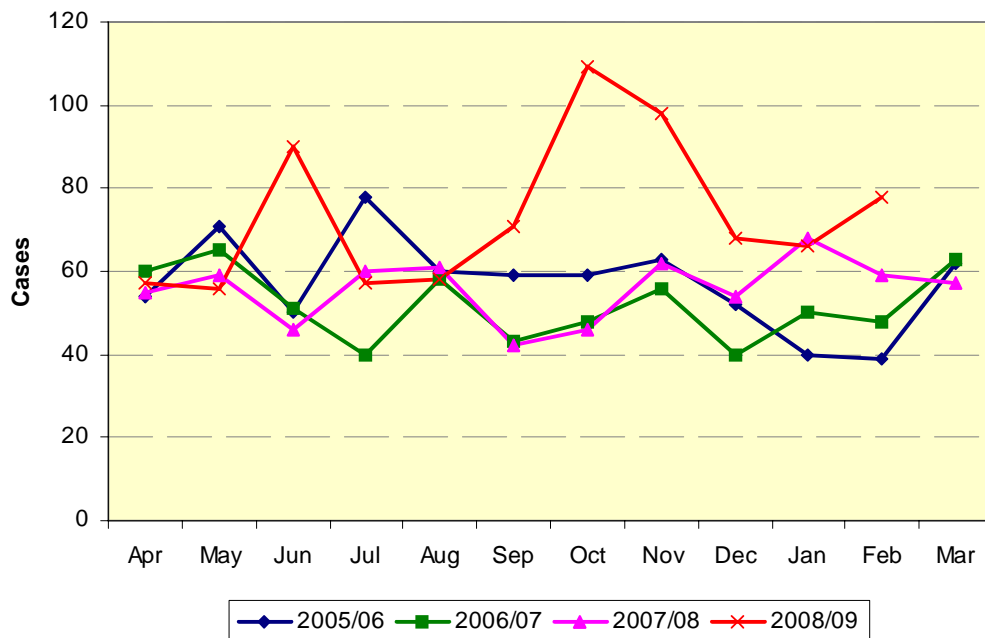
4. Analysis of Complaints

Force Performance

4.1 Complaint Cases

From 1st April 2008 to 28th February 2009, there has been a total of 808 complaint cases recorded against the Force. This total compares to 612 complaint cases over the same period in 2007, representing an increase of 32%.

Complaint Cases Recorded



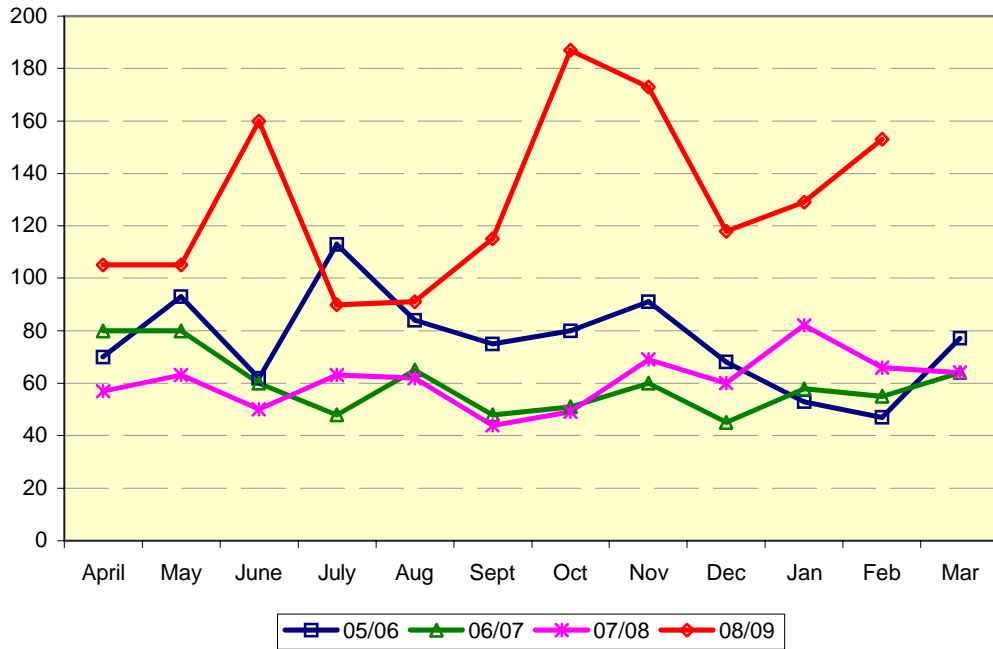
- 4.2 As was anticipated in previous reports, the concerted effort by the Independent Police Complaints Commission (IPCC) to clear the backlog of cases reported directly to them prior to the new regulations coming into effect on 1st December 2008, had a significant impact on the number of cases recorded during November. While December and January saw reductions in the number of cases recorded down towards the levels seen earlier in the year, there was a slight rise in February 2009.

4.3 Complaint Allegations Recorded

From 1st April to 28th February 2009, there have been a total of 1,436 complaint allegations recorded across the Force. This total compares to 665 complaint allegations over the same period in 2007, representing an increase of 114%. As outlined in previous reports to the Professional Standards and Complaints Committee, Merseyside Police has adopted the National Recording Guidelines

and anticipated this increase as a result. The graph overleaf illustrates the trends:

Complaint Allegations Recorded Against Force



4.4 With the introduction of the new recording procedures, the Professional Standards Department (PSD) estimated the number of allegations recorded in the current year would at least double compared to the previous year. This projection is largely accurate, with the average number of allegations per month at 143, slightly double the 60 per month average over the same period in 2007.

4.5 Area Performance

The table below shows the number of complaint allegations recorded for each Basic Command Unit (BCU) on a monthly basis:

BCU	Apr 08	May 08	Jun 08	Jul 08	Aug 08	Sep 08	Oct 08	Nov 08	Dec 08	Jan 09	Feb 09	Total
Wirral	5	3	21	9	22	16	22	26	10	26	21	181
Sefton	16	7	25	12	14	20	34	33	17	21	24	223
Knowsley	11	10	27	7	4	7	31	11	5	9	12	134
St Helens	5	12	10	7	7	6	11	20	23	11	8	120
L'pool North	25	43	48	32	22	28	38	39	31	39	45	390
L'pool South	28	8	16	14	4	12	11	12	9	9	18	141
OSU	4	9	9	8	11	15	14	6	9	10	7	102
Matrix	10	9	0	0	1	5	7	18	5	4	11	70
ASB	0	4	3	0	5	2	7	3	3	0	1	28
Other	1	0	1	1	1	4	12	5	6	0	6	37
Total	105	105	160	90	91	115	187	173	118	129	153	1436

- 4.6 There were 153 complaint allegations recorded in February, an increase of 24 from that recorded in January and 35 higher than December's low. All BCUs and departments saw a rise except for St Helens, which saw a fall from 11 allegations to only 8, Wirral, which saw a slight fall from 26 to 21, and the OSU, 7 from 10. The 45 allegations Liverpool North recorded during February is the highest number in a single month for any BCU or department for the year to date and a rise from 39 allegations in January.

The highest category of complaint in February was Other Assault with 44 allegations, a rise of 18 from 26 allegations in both December and January. 13 of Liverpool North's 45 allegations during the month fell within this category. Detailed analysis of the cases and allegations recorded is carried out on an ongoing basis to allow detailed feedback into the Area Command Teams. Targeted Back to Basics inputs are also regularly being undertaken.

- 4.7 Incivility remains the highest complaint category for the year, 466 allegations (33%), with Other Assault second highest with 324 allegations (23%) and Other Neglect or Failure in Duty third with 189 allegations (13%). Full details of all complaint allegation totals are shown in Appendices 1 and 2.

4.8 Complaint Cases Per 1,000 officers

The table below shows the number of complaint cases per 1,000 officers for the BCUs and departments, and also per 10,000 resident population:

Area	Complaint Cases (Apr 08 – Feb 09) TOTAL	Cases per 10,000 pop.	Cases per 1000 officers
Wirral	107	3.43	178.33
Sefton	123	4.35	242.60
Knowsley	75	4.98	210.67
St Helens	74	4.18	207.87
Liverpool North	203	8.24	231.47
Liverpool South	83	4.30	169.73
OSU	70	-	184.21
Matrix	33	-	155.66
ASB	17	-	326.92
Other / Unknown	23	-	-
FORCEWIDE	808	5.93	211.02

- 4.9** The Anti-Social Behaviour Taskforce (ASBT) continues to have the highest number of cases per 1,000 officers. This is partly due to the small number of officers in the unit, as well as the role they are employed, which is likely to involve a high number of confrontational situations. An action plan to lower the levels of complaints received has been produced and, with just one complaint during January and February, some progress appears to have been made. Fuller analysis of the ASBT is contained in section 4.14.
- 4.10** The high level of cases per 10,000 population in Liverpool North is distorted by the fact that the city centre and football grounds are covered by this BCU and attract a large transient population for both business and leisure purposes.
- 4.11** **Categories of Complaint**

The table below shows the three main types of complaint over the period April 2008 to February 2009. Owing to the effect the recording guidelines have had on the number of allegations recorded, there is little value comparing this data to last year. A comparison has been provided on the number of allegations recorded comparing the period September –November with December - February.

Complaint type	All Allegations (Apr 08 - Feb 09)	Allegations Sep - Nov	Allegations Dec - Feb	% change +/-
Other assault	324	98	96	-2%
Incivility	466	162	120	-26%
Other neglect of duty	189	71	46	-35%
All other complaint types	447	144	138	-4%
Total	1426	475	400	-16%

- 4.12** The three main complaint categories remain as Incivility, Other Assault and Other Neglect of Duty. The decrease seen in each of these categories, as well as all the other complaint categories in the last 3 months, is directly related to the increase in the number of cases recorded in two months of the comparison

period, October and November.

4.13 **Comparison with Most Similar Forces**

This data is the most recent available for the year to date, covering the period from April 2008 to the end of January 2009.

	Total Cases	Total Allegations	Allegations per 1,000 officers
Greater Manchester	1634	2773	339
Merseyside	598	991	223
Northumbria	474	999	244
Cleveland	303	583	335

4.14 **ASB Taskforce**

Following a period in which the ASBT recorded the most complaints per officer in the force, analysis has been carried out of their complaints as requested. The below table shows total complaints for each month of the financial year to date:

Apr 08	May 08	Jun 08	Jul 08	Aug 08	Sep 08	Oct 08	Nov 08	Dec 08	Jan 09	Feb 09
0	4	3	0	5	2	7	3	3	0	1

- 4.15 After a period between October and December in which the Taskforce received 13 complaints, only 1 has been recorded in January and February. Of the 28 allegations received in the year to date, 24 have been made by complainants classifying themselves as White British (W1).

4.16 **Complainants – Age**

Based on the complaint cases recorded between 1st April 2008 and 28th February, there were 836 individual complainants, with 66% being men and 34% women. Of those, age was recorded for 631 (76%) and the age split is shown below:

Age Range	Number	% Of Complainants
17 and under	34	4%
18 - 20	55	7%
21 – 30	152	18%
31 – 40	151	18%
41 – 50	141	17%
51 – 60	69	8%
61 +	29	3%
Total	631	100%

- 4.17 28 of the 34 complainants aged 17 and under are men, and 23 of these 28 provided self class ethnicity details, all W1 (White British).

Complainants – Self Class Ethnicity

- 4.18 Of the 836 individual complainants, 576 (69%) have provided self-class ethnicity thus far. This is broken down in the table below:

Self Class Ethnicity	Number	% Of Complainants
A1 (Asian Indian)	1	0.17%
A2 (Asian Pakistani)	5	0.87%
A3 (Asian Bangladeshi)	1	0.17%
A9 (Any Other Asian background)	8	1.39%
B1 (Black Caribbean)	7	1.22%
B2 (Black African)	14	2.43%
B9 (Any other Black background)	7	1.22%
M1 (White and Black Caribbean)	2	0.35%
M2 (White and Black African)	1	0.17%
M3 (White and Asian)	3	0.52%
M9 (Any other mixed background)	4	0.69%
O1 (Chinese)	1	0.17%
O9 (Any other Ethnic Group)	5	0.87%
W1 (White British)	492	85.42%
W2 (White Irish)	10	1.74%
W9 (Any other White Background)	15	2.60%
Total	576	100%

- 4.19 The situation in terms of data collection looks far improved when the Self Class Ethnicity Data for finalised cases only, is examined. Analysis of this alone shows that of the 441 cases finalised between 1st April 2008 and 28th February 2009, 413 of them (93.6%) feature ethnicity data. Efforts are ongoing to ensure that ethnicity data continues to be collected from all complainants, with these efforts reflected in this figure of 93.6%.

Complainants – Black African Complainants (B2)

- 4.20 Of the 24 complaints made by Black Africans between April 2008 and February 2009, 18 have been finalised. The table below shows the breakdown of how allegations by Black African complainants were finalised compared to all other complainants. The final column shows the difference between the two.

Result	Black African	%	Number without Black African	%	Percentage Change
Discontinued	0	0	1	1	+1
Dispensation	5	28	210	28	-
Local Resolution - Area	5	28	273	36	+8
Local Resolution – by PSD	1	6	86	11	+5
Substantiated	1	6	13	2	-4
Unsubstantiated	5	28	88	12	-16
Withdrawn	1	6	91	12	+6
Total	18	100	762	100	-

With such a small data set it is difficult to draw direct comparisons. Members should also be aware that due to the small size of the data set, it would be

inappropriate to drill down too far into the complaints, as we would quickly reach the stage where individual complainants may be able to be identified.

It should also be highlighted at this point that with only 18 complaint allegations from Black Africans having been finalised over the 10-month period of analysis, conclusions cannot be accurately drawn. With a sample size of 18 being compared to a data set of 762, as is the case in this instance, any raw statistics can be misleading and give results that would not necessarily be the case were the data to be studied over a more prolonged period or with a larger dataset. In essence, one anomaly can have a huge influence on a dataset of 18, which it would not have if included in a more substantial dataset.

The 18 allegations finalised thus far may therefore, in some cases, appear to indicate issues that do not necessarily exist and can also mask any problems or concerns that would be present, where a more statistically significant set of data available. It is also the case that the results of individual allegations may not accurately reflect the true situation for complaints by the Black African community and so in order obtain any balanced and accurate findings of true statistical significance, a larger number of results of allegations would need to be analysed.

- 4.21** Of the 24 complainants 20 were male and 4 female. This equates to 83% of complainants being male and is slightly higher than the force average for the year to date, which is 67%.

Of the 4 female complainants 2 were making complaints in relation to the treatment of family members by the force. 2 of the 4 complaints made by females relate to Other Neglect of Duty centring on the unwillingness of officers to take a crime report.

- 4.22** 20 provided data on their age with the average being 38 years old. This is somewhat skewed by one complainant aged over 80.

11 of the 24 complainants made complaints against Liverpool North officers. 2 specifically mentioned that they felt victimised by the officer because of their ethnicity. It is important to point out however that these were the only 2 out of all 24 Black African complainants who made mention of race as a factor in their complaint.

- 4.23** Currently in 2009 there has been just 1 complaint case in which the complainant has identified themselves as Black African. This complaint has not yet been finalised. The lower number of Black African complainants may be due to a delay in collection of ethnicity data prior to cases being finalised but analysis does seem to indicate that there has been some improvement in recent months in the proportion of cases in which the complainant is from an ethnic minority. This area will continue to be monitored and reported on.

- 4.24** Again it is important to reiterate that with such a small number of Black African complainants the margin for error within the data is vastly increased. Results of

cases are dependent on a number of disparate factors and it is extremely difficult to quantify which of these factors had any impact on the outcome and to what extent.

- 4.25 PSD continues to monitor complaints based on all strands of diversity and report findings and trends to the Force Diversity Steering Group, chaired by the Deputy Chief Constable.

Complainants – Customer Satisfaction

- 4.26 During February the department made efforts to contact 46 complainants, all of whose cases had been locally resolved by a BCU, department or PSD. These 46 represent all of the complainants whose complaint had been locally resolved during January. Of those 46, a total of 16 provided responses to the questions asked. The remainder were either not contactable or when contacted declined to take part in the survey.

It should be highlighted at this point that with the majority of complainants not participating in the survey, conclusions couldn't be accurately drawn based solely on the data obtained. With a sample size of 16, any findings can be skewed in a way that appears to indicate issues that do not necessarily exist or indeed mask any problems or concerns that are present. Individual concerns or perceptions may not reflect the local resolution process and to obtain balanced, accurate findings of true statistical significance, a larger number of complainants would need to be contacted.

Looking solely at the 16 complainants who provided a response, all described themselves as White British, negating the possibility of any analysis of satisfaction by ethnicity. The salient points are detailed below.

4.27 **Ease of Contact**

Half of all complainants taking part in the survey found it either easy or very easy. Those reporting their complaint electronically were uppermost in finding the process particularly straightforward. Of those responding to the questions asked, there were 3 complainants who classed themselves as disabled.

4.28 **Overall Experience**

Of the narrow dataset available there would appear to be indications that the views of complainants are particularly polarised. Analysis indicates that those complainants classing themselves as "extremely dissatisfied" are often mainly upset by one aspect of the process, which can then affect their whole experience.

As with previous surveys it also appears some complainants can be somewhat unrealistic in their expectations, particularly when it comes to timescale. There was also mention by two complainants that they felt as if they were "steered" towards accepting a local resolution.

Of those within the relatively small sample who did feel “extremely dissatisfied”, they were not necessarily always those who found the ease of contact “very difficult” and so it is often at a later stage in the complaint process that problems have arisen. Again, although the number surveyed makes accurate analysis of where issues are arising difficult, there was mention made of issues around lack of communication. It is important for members to note that with only 16 complainants involved in the survey, it is not possible to complete any definitive analysis as to the significance of this problem, if indeed there is one.

4.29 Learning the Lessons – Force Protocols

As requested at the previous meeting there is no specific Merseyside Police policy in relation to the deployment of dogs against juveniles. The Dog Section report they currently use the normal Conflict Resolution Model in such circumstances and that every case is judged on its own merits.

Similarly the Public Protection Unit reports that there are currently no specific policies in relation to police attendance at Children’s Homes. The Unit advises that they treat such establishments in the same manner they would all properties known to be a child's place of residence.

Both of the departments highlighted above have been made aware of the IPCC’s Learning the Lessons report. They are assessing their present arrangements in the areas discussed with a view to updating their protocols / policies where necessary.

5. Financial and Staffing Implications

There are no specific financial or staffing implications associated with this report.

6. Risk Assessment

The Professional Standards Department will continue with its proactive initiatives with the aim of further reducing complaints against the Force, working with all other Force areas and departments to ensure the highest levels of public satisfaction and confidence in Merseyside Police.

7. Equality and Diversity Impact Assessment

The complainant profile is analysed by the various diversity strands through the monthly Tasking and Co-ordination process and any disproportionality is subject to further investigation by PSD to ensure equality of treatment. Additionally, the analysis by diversity is forwarded to the Force’s Diversity Steering Group for scrutiny and any action, if necessary.

8. Environmental Impact Assessment

There are no environmental issues associated with this report.

9. Conclusion

This report provides Members with statistics and brief analysis of complaints against the police in relation to the period 1st April 2008 to 28th February 2009.

Bernard Hogan- Howe
Chief Constable

Contact: *Chief Superintendent Michael Baines, Head of PSD*
Telephone: *0151 777 3300*

Force Totals		Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	TOTAL	%
		2008	2008	2008	2008	2008	2008	2008	2008	2008	2008	2009	2009	2009	
	A	0	0	2	0	0	0	2	1	0	1	0		6	0%
	B	0	0	0	0	1	0	0	1	0	0	0		2	0%
	C	28	33	24	25	20	19	33	46	26	26	44		324	23%
	D	3	1	9	7	4	1	7	7	4	4	9		56	4%
	F	0	1	3	2	0	2	2	1	0	0	5		16	1%
	U	44	38	52	19	31	38	66	58	43	35	42		466	33%
	E	2	10	5	8	5	7	9	4	4	10	9		73	5%
	G	5	0	2	0	3	4	2	0	1	6	4		27	2%
	H	0	0	0	0	0	1	4	0	0	0	0		5	0%
	J	4	5	3	1	3	0	5	9	13	13	5		61	4%
	K	1	1	2	3	2	2	1	5	0	4	5		26	2%
	L	4	1	9	3	2	3	4	5	3	1	3		38	3%
	M	3	1	3	4	2	8	11	6	3	5	2		48	3%
	N	0	0	0	0	0	0	0	0	0	0	0		0	0%
	P	0	0	0	0	0	0	0	0	0	0	0		0	0%
	Q	0	0	7	3	0	1	3	3	1	5	1		24	2%
	R	0	0	0	0	0	1	0	1	0	0	0		2	0%
	S	9	13	30	10	10	24	26	21	14	14	18		189	13%
	T	0	0	3	1	2	0	1	0	0	1	1		9	1%
	V	0	0	2	3	4	1	5	1	2	1	1		20	1%
	W	0	0	0	0	0	1	3	0	0	0	0		4	0%
	X	2	1	4	1	2	2	3	4	3	3	4		29	2%
	Y	0	0	0	0	0	0	0	0	1	0	0		1	0%
	TOTALS	105	105	160	90	91	115	187	173	118	129	153	0	1426	100%

Appendix 2

Force Totals	Irish	Other	Indian	Pakistani	Bangladeshi	Other	Caribbean	African	Other	White & Black Caribbean	White & Black African	White & Asian	Any Other Mixed	Chinese	Other	Not Stated	Total
SERIOUS NON SEXUAL ASSAULT											2						2
SEXUAL ASSAULT																	0
OTHER ASSAULT	4	1			1	4	3	5		2		2	1			2	25
OPP' CONDUCT/HARASSMENT										1							1
DISC. BEHAVIOUR				1		3						1					5
INCIVILITY	1	3		1	1	6	3	6	1	2		2	2		3	17	48
UNLAWFUL ARREST	4					1		1		2		2					10
PERJURY / IRREG IN EVIDENCE		1		1													2
CORRUPT PRACTICE																	0
PROPERTY		1								1						1	3
BREACH OF CODE A		1															1
BREACH OF CODE B								1								5	6
BREACH OF CODE C		2					1									1	4
BREACH OF CODE D																	0
BREACH OF CODE E																	0
LACK OF FAIRNESS AND IMPARTIALITY																	0
UNSPECIFIED BREACH																1	1
OTHER NEGLECT OF DUTY	3	1						3				2	1			4	14
OTHER IRREG IN PROCEDURE																1	1
TRAFFIC																5	5
OTHER																	0
IMPROPER DISCLOSURE OF INFORMATION	1	1															2
OTHER SEXUAL CONDUCT																	0
TOTALS	13	11	0	3	2	14	7	16	1	8	2	9	4	0	3	37	130

Professional Standards Department

Action plan for dealing with key areas of complaint – Other Assault, Incivility & Neglect

BCU/Dept: ASB Task Force

Other Assault

3 Actions to reduce the number of allegations of Other Assault
<p>1. ASTF representative within PSD Inspector Karen Byrne to attend briefings to raise awareness. We have had three visits across the three units (ie one each) by Insp Karen Byrne and her Sgt. She was basically reinforcing the action plans as detailed and at the same time conducted a drugs test all negative. This together with the focus now of complaints included within the Command Team Performance meeting has seen the number of complaints fall dramatically. One recorded in each month Jan Feb and March one of which included a PCSO not a Constable and this has been disputed.</p> <p>The percentage of staff who were present during the visits by Karen I would estimate at 75% taking leave and sickness traing out.</p>
2. Officers identified as having received a complaint of other assault to be interviewed by unit Inspector and feedback offered.
3. Each member of staff to be given PDP action plan other assault, neglect and incivility.
How will I achieve the above actions?
1. Inviting Karen to calendared shift briefings.
2. Feedback from PSD
3. Part of annual PDP process
How will I measure success?
1. Feedback from meetings attended
2. No further complaints against the officer of identified complaint.
3. See three above.

Incivility

3 Actions to reduce the number of allegations of Incivility
1. ASTF representative within PSD Inspector Karen Byrne to attend briefings to raise awareness.
2. Officers identified as having received a complaint of incivility to be interviewed by unit Inspector and feedback offered.
3. Each member of staff to be given PDP action plan other assault, neglect and incivility.
How will I achieve the above actions?
1. Inviting Karen to calendared shift briefings.
2. Feedback from PSD
3. Part of annual PDP process
How will I measure success?
1. Feedback from meetings attended
2. No further complaints against the officer of identified complaint
3. See three above.

Neglect

3 Actions to reduce the number of allegations of Neglect
1. ASTF representative within PSD Inspector Karen Byrne to attend briefings to raise awareness.
2. Officers identified as having received a complaint of neglect to be interviewed by unit Inspector and feedback offered.
3. Each member of staff to be given PDP action plan other assault, neglect and incivility.
How will I achieve the above actions?
1. Inviting Karen to calendared shift briefings.
2. Feedback from PSD
3. Part of annual PDP process
How will I measure success?
1. Feedback from meetings attended
2. No further complaints against the officer of identified complaint
3. See three above.

Professional Standards Department

**Action plan for dealing with key areas of complaint – Other Assault,
Incivility & Neglect**

BCU/Dept: Wirral

Other Assault/Incivility/Neglect

3 Actions to reduce the number of allegations of Other Assault
1. Publicise issues via Area Orders/Briefings <i>Area order issued w/c 02/03/09</i>
2. I/D recidivists and hold meetings with them, referring appropriate individuals to referred officer scheme <i>None identified as yet</i>
3. Operational Inspectors to be held accountable <i>Presentation to all Inspectors at monthly performance meeting 12/03/09. No. of Incivility and other assault provided for each department/block, highlighting those Inspectors who need to monitor their staff and educate their staff re. these areas of complaints.</i>
How will I achieve the above actions?
1. Area order briefing material written and delivered
2. Command Team to QA briefings
3. Give each Inspector responsibility and hold them accountable at CF Governance Meeting <i>07/03/09 Link between complaints and customer satisfaction explained to all inspectors at meeting. Each Inspector to ensure that their staff provide outstanding customer satisfaction.</i>
How will I measure success?
1. Liaison with PSD to share data and benchmark current performance
2. Compose performance data each month

Professional Standards Department

Action plan for dealing with key areas of complaint – Other Assault, Incivility & Neglect

BCU/Dept: Sefton

Other Assault

3 Actions to reduce the number of allegations of Other Assault
1. Training was given to all Supervisors on signs and issues to be delivered during the November round of Area based Supervisors Seminars. Further seminars are planned for later this year when further input will be given in relation to police complaints and Taylor recommendations.
2. Sefton Command Team have visited a number of parades during the month of February 2008. They concentrated on customer focus/satisfaction issues delivering key messages.
3. Area to ensure that all officers are have up to date UDT training and correct equipment.
4. Area to monitor complaints and robustly implement Referred Officer Policies where patterns become apparent
How will I achieve the above actions?
1. Deployment of appropriate resources in the Area Standards Team. One sergeant has now been posted and one constable has been attached to the Area Standards Team in an effort to resource the unit. This is intended to reduce numbers of complaints made and turn around complaints within 28 days
2. Allow officers time to attend UDT Courses. 48 officers were UDT trained during February 2009. It is intended that all officers are to be trained within the following six months
How will I measure success?
1. Reduction in current Base-Line numbers of complaints received.
2. Reduction in Civil Litigation payments
Update 10th March 2009
Assaults increased in February to 8 against a monthly average of 5. This is disappointing considering that there was only 1 complaint of this nature in

January. However there have been no such complaints month-to-date. Visits to Area Parades are underway however Training levels are slightly below target.

Incivility

3 Actions to reduce the number of allegations of Incivility
1. Training to all Supervisors on signs and issues to be delivered during forthcoming round of Area based Supervisors Seminars- March 2009
2. Visits to Parades/Briefings by Area Standards Officers- commencing February 2009 (Operation Tribune)
3. Area to monitor complaints and robustly implement Referred Officer Policies where patterns become apparent
How will I achieve the above actions?
1. Deployment of appropriate resources in the Area Standards Team
How will I measure success?
1. Reduction in current Base-Line numbers of complaints received.
Update 10th March 2009 Complaints of incivility were slightly below average in February at 7 reports when compared to the previous four months. Month to date there have been no complaints of incivility. The Area Seminars will now be taking place in April 2009.

Neglect

3 Actions to reduce the number of allegations of Neglect
1. Training to all Supervisors on signs and issues to be delivered during forthcoming round of Area based Supervisors Seminars- March 2009
2. BCU to ensure on-going compliance with VOC to reduce allegations of neglect post crime reporting.
3. Visits to Parades/Briefings by Area Standards Officers- commencing February 2009

4. Area to monitor complaints and robustly implement Referred Officer Policies where patterns become apparent
How will I achieve the above actions?
1. Deployment of appropriate resources in the Area Standards Team
2. Ensure fully operational Citizen Focus Team
How will I measure success?
1. Reduction in current Base-Line numbers of complaints received.
<p>Update 10th March 2009</p> <p>There were 3 reports of Neglect in February, which is average against the previous four months. These numbers are low and the Area continues to achieve VOC compliance and has seen an increase in Victim of Crime satisfaction levels. There have been no reports of Neglect in March so far.</p>

Professional Standards Department

Action plan for dealing with key areas of complaint – Other Assault, Incivility & Neglect

BCU/Dept: Knowsley / Complaint Liaison.

Other Assault

3 Actions to reduce the number of allegations of Other Assault
1. Appropriate use of force to be reinforced in shift briefings reminding officers of their responsibilities and possible sanctions.
2. Recidivists and Trends to be identified at an early stage with appropriate intervention by supervisory officers.
3. Constable Sims, ALO to provide training and information packages for all BCU staff, highlighting issues which are predominant.
How will I achieve the above actions?
1. CIM's to ensure compliance with use of force recording measures (Conflict resolution forms) and by being held responsible for the conduct and actions of their staff at BCU Performance meetings. (a) BCU Performance - Command Team. Monthly. (b) BCU Performance – Tactical . Monthly. (c) Bi Monthly review with PDU (Forms Monitoring)
2. Constant monitoring of PSD/SIU weekly information and statistics to disseminate information. Monitoring of Area database concerning potential referred officers.
3. Attending shift briefings across all departments. Training inputs to be provided at PDU Levels 1 and 3 for student officers. Rescheduled to re commence 06/04/09. 3 Inputs given at Level 1 since 24/11/2008. Shift briefings are ongoing last carried out 0700 25/03/09 next scheduled 27/03/09. Inclusion of civil litigation statistics re reinforce input. Use of back to basics input.
How will I measure success?
1. Levels of reported Other Assault to be monitored monthly and if compliant should register decrease at strategic level.
2. Awareness of staff will rise in terms knowledge and use of appropriate use of force.

3. The monitoring of Conflict Resolution forms will show reduction in incidents and trends.

Incivility

3 Actions to reduce the number of allegations of Incivility

1. Officers to be reminded of their responsibility to maintain a professional and responsible attitude concerning all levels of interaction.

2. Recidivists and Trends to be identified at an early stage with appropriate intervention by supervisory officers.

3. Constable Sims, ALO to provide training and information packages for all BCU staff, highlighting issues which are predominant.

How will I achieve the above actions?

1. CIM's to ensure compliance and by being held responsible for the conduct and actions of their staff at BCU Performance meetings. Recidivists and trends to be identified at an early stage and directly challenged and deal with by line managers.

BCU Performance - Command Team. Monthly.
BCU Performance – Tactical . Monthly.

2. Constant monitoring of PSD/SIU weekly information and statistics to disseminate information. Monitoring of Area database concerning potential referred officers.

3. Attending shift briefings across all departments. Training inputs to be provided at PDU Levels 1 and 3 for student officers. Rescheduled to re commence 06/04/09. 3 Inputs given at Level 1 since 24/11/2008.
Shift briefings are ongoing last carried out 0700 25/03/09 next scheduled 27/03/09.
Inclusion of civil litigation statistics re reinforce input.
Back to basics input.

How will I measure success?

1. Levels of reported incivility to be monitored monthly and if compliant should register decrease at strategic level.

2. Awareness of staff will rise in terms professional conduct and responsible behaviour.

3. Dip sampling of Altaris complaint logs and QA complaint files and complainants

Neglect

3 Actions to reduce the number of allegations of Neglect
1. All aspects of a Failure in duty, specifically neglect to be addressed to be reinforced in shift briefings reminding officers of their responsibilities and possible sanctions.
2. Recidivists and Trends to be identified at an early stage with appropriate intervention by supervisory officers.
3. Constable Sims, ALO to provide training and information packages for all BCU staff, highlighting issues which are predominant.
How will I achieve the above actions?
1. CIM's to ensure compliance with Force protocols and standards of investigation and by being held responsible for the conduct and actions of their staff at BCU Performance meetings. BCU Performance - Command Team. Monthly. BCU Performance – Tactical . Monthly.
2. Constant monitoring of PSD/SIU weekly information and statistics to disseminate information. Monitoring of Area database concerning potential referred officers. Identifying specific areas of failure and training needs.
3. . Attending shift briefings across all departments. Training inputs to be provided at PDU Levels 1 and 3 for student officers. Rescheduled to re commence 06/04/09. 3 Inputs given at Level 1 since 24/11/2008. Shift briefings are ongoing last carried out 0700 25/03/09 next scheduled 27/03/09. Inclusion of civil litigation statistics re reinforce input. Back to basic input.
How will I measure success?
1. Levels of reported Neglect or failure in duty to be monitored monthly and if compliant should register decrease at strategic level.
2. Awareness of staff will rise in terms knowledge and use Force Protocols and standards of behaviour.
3. The monitoring the types of failure in duty, identifying trends at an early stage and securing in house training where necessary.

Professional Standards Department

Action plan for dealing with key areas of complaint – Other Assault, Incivility & Neglect

BCU/Dept: St Helens

Other Assault

3 Actions to reduce the number of allegations of Other Assault	Update As at 23rd March 2009
1. Officers attend PSP Training and implement	Training is mandatory and Resource manager confirms that with the exception of 1 or 2 officers all BCU officers are trained.
2. Ensure 'use of force' Forms are completed and QA by Supervision	Feed back from supervisors confirms that forms are Q A'd
3. When officers are on parade prior to going out, supervisors to remind officers and reinforce the message re: Conflict.	All supervisors aware - This is routinely done. All parades visited by ALO
How will I achieve the above actions?	
1. Ensure officers are placed on training courses	Ongoing
2. Ensure officers know that they need to complete the force forms, and if need be show them how to complete the form.	Officers have been informed during training sessions and are reminded by section supervisors
3. Ensure supervisors know the rules relating to PSP	Supervisors are aware of the rules All parades visited by ALO
How will I measure success?	
1. Reduction in the number of allegations.	Complaints of assault 'other' are down from 5 in Dec to 1 in January
2. Increase numbers of officers who	This is being implemented. All training

have attended the training in correct time scale i.e. 12 months.	monitored by resource manager and ATO's as above
3. Feedback from supervisors that officers know the correct procedure when dealing with conflict.	Ongoing - initial findings are positive. All parades visited by ALO

Incivility

3 Actions to reduce the number of allegations of Incivility	
1. Ensure officers are aware what incivility means.	In touch bulletin has been compiled and sent out and posters have been placed in conspicuous locations in stations
2. Inform officers that most complaints are due to incivility.	Area Bulletin sent out All parades visited by ALO
3. Inform officers of consequences of incivility i.e. complaints made against them.	Area Bulletin sent out
How will I achieve the above actions?	
1. Training days or incorporate it in existing training.	Talk given from Ged Stamper to all area Inspectors.
2. Visual Aids – Posters/In Touch Bulletin.	Done
3. Highlight that incivility is letting them down as well as the force.	As per Area bulletin All parades visited by ALO
How will I measure success?	
1. Reduction in the number of incivility cases/complaints.	Complaints of incivility remain at 1 for January (1 in December)
2. Increase in positive feedback from 'Your voice Counts'	A reduction in the negative feedbacks and an increase in the positives have

	<p>been achieved. January 21 feed backs in total 17 positives 4 neutral Feb 27 feedbacks in total 22 positive 2 negative 3 neutral March up to 19th. 20 feedbacks in total 17 positive 3 negative.</p>
--	---

Neglect

3 Actions to reduce the number of allegations of Neglect	
1. Ensure officers know what neglect means.	Achieved by posters and In Touch bulletin
2. Inform them of the consequences of neglect.	As per bulletin
3. Reinforce message by Area Orders	On going. Latest entry in area orders relates to completion of diversity data on CIB 1's
How will I achieve the above actions?	
1. Visual Aids i.e. Posters in Police Station	Done
2. Sending out examples of neglect and what the outcome could be.	On going.
3. Ensuring the message of neglect goes into Area Orders/In Touch Bulletins	Completed
How will I measure success?	
1. Reduction in number of allegations	Complaints of neglect have increased from 2 in December to 4 in January
2. Increase of awareness of what constitutes 'Neglect'	<p>Feedback sought via Operation Morewood to Q and A actions of officers Standards of Professional behaviour aide memoir cards distributed to all officers</p>

Professional Standards Department

Action plan for dealing with key areas of complaint – Other Assault, Incivility & Neglect

BCU/Dept: Liverpool North

Other Assault

3 Actions to reduce the number of allegations of Other Assault
1. Identify patterns or officers / staff involved. Communicate findings to responsible line managers for monitoring and performance measuring. PSD liaison for back to basics inputs to BCU staff. This is being addressed by use of the referred officer scheme, email notification to line managers of the complaints received for them to directly address the behaviour of their staff on a day to day basis, a BCU built and delivered complaints reduction presentation has been made across a number of sites.
2. Communicate directly with officers / staff involved. Offer advice on proportionality, powers and necessity. BCU In Touch type information has been provided in an attempt to keep staff informed of the need for reduction. Line manager involvement in Local Resolution cases so they are aware of the conduct of their staff.
3. Individuals subject of repetitive complaints / civil claims to be placed on referred officer scheme or subject of Misconduct Procedures.
How will I achieve the above actions?
1. PSD / Area database information. Communicating clearly to responsible line managers their role in the performance of their staff.
2. Personal meetings with identified staff. Documenting the advice provided. Ensuring clear understanding of advice and guidance offered
3. PSD / Area database information. Action planning for identified individuals. Requesting a robust approach from senior managers.
How will I measure success?
1. Less identifiable patterns of complaint. Fewer identified officer / staff members subject of minor assault complaints.
2. Feedback from identified line managers / staff concerned about advice and guidance offered
3. Fewer individuals identified for referred scheme or Misconduct Procedures

BCU/Dept: Liverpool North

Incivility

3 Actions to reduce the number of allegations of Incivility
<p>1. Identify patterns or officers / staff involved. Communicate findings to responsible line managers for monitoring and performance measuring. PSD liaison for back to basics inputs to BCU staff. This is being addressed by use of the referred officer scheme, email notification to line managers of the complaints received for them to directly address the behaviour of their staff on a day to day basis, a BCU built and delivered complaints reduction presentation has been made across a number of sites.</p>
<p>2. Communicate directly with officers / staff involved. Offer advice on appropriateness, manner and style. Identify possible training needs. BCU In Touch type information has been provided in an attempt to keep staff informed of the need for reduction. Line manager involvement in Local Resolution cases so they are aware of the conduct of their staff.</p>
<p>3. Individuals subject of repetitive complaints / civil claims to be placed on referred officer scheme or subject of Misconduct Procedures</p>
How will I achieve the above actions?
<p>1. PSD / Area database information. Communicating clearly to responsible line managers their role in the performance of their staff.</p>
<p>2. Personal meetings with identified staff. Documenting the advice provided. Ensuring clear understanding of advice and guidance offered. Identification of training needs and addressed by area training dept</p>
<p>3. PSD / Area database information. Action planning for identified individuals. Requesting a robust approach from senior managers.</p>
How will I measure success?
<p>1. Less identifiable patterns of complaint. Fewer identified officer / staff members subject of Incivility complaints.</p>
<p>2. Feedback from identified line managers / staff concerned about advice and guidance offered. Evaluation of training offered.</p>
<p>3. Fewer individuals identified for referred scheme or Misconduct Procedures for Incivility complaints.</p>

BCU/Dept: Liverpool North

Neglect

3 Actions to reduce the number of allegations of Neglect
<p>1. Identify patterns or officers / staff involved. Communicate findings to responsible line managers for monitoring and performance measuring. PSD liaison for back to basics inputs to BCU staff.</p> <p>Three officers have been invited to stage one performance meetings with a view to the issue of Improvement notices for Neglect matters. A number of other officers have also been forced to explain in report form why they have been apparently neglectful (the responses have been adequate by way of explanation of their actions and NFA recommended).</p>
<p>2. Personal meetings with identified staff. Documenting the advice provided. Ensuring clear understanding of advice and guidance offered. Identification of training needs and addressed by area training dept</p>
<p>3. Individuals subject of repetitive complaints / civil claims to be placed on referred officer scheme or subject of Misconduct Procedures</p>
How will I achieve the above actions?
<p>1. PSD / Area OIU database none compliance information. Communicating clearly to responsible line managers their role in the performance of their staff.</p> <p>OIU and Citizen Focus have now begun to collect data on officers who regularly fail to comply in providing statements, failing to notify complainants etc. This data will be provided to the Standards Unit for onward transmission to the identified line managers for their information and action. Officers who appear regularly upon this data will be invited to stage one performance meetings with a view to improvement.</p>
<p>2. Personal meetings with identified staff. Documenting the advice provided. Ensuring clear understanding of advice and guidance offered. Identification of training needs and addressed by area training dept</p> <p>A BCU built and delivered complaints reduction presentation has been made across a number of sites. Civil claims data has been analysed and feedback provided to the relevant units in an attempt to reduce future errors, which lead to allegations of neglect.</p>
<p>3. PSD / Area database information. Action planning for identified individuals. Requesting a robust approach from senior managers.</p>
How will I measure success?
<p>1. Less identifiable patterns of complaint. Fewer identified officer / staff members subject of neglect complaints.</p>
<p>2. Feedback from identified line managers / staff concerned about advice and guidance offered. Evaluation of training offered and performance.</p>
<p>3. Fewer individuals identified for referred scheme or Misconduct Procedures or subject of neglect complaints.</p> <p>We have at present 1 officer placed upon the referred officer scheme with an action plan in place. We have 8 potential officers for case conference with a view to being placed upon the referred officers list. We have one officer listed for a case conference in the near future.</p> <p>Although there would appear to be a marked increase in the number of minor complaints being made against our BCU staff, upon close analysis it appears that the</p>

increase is based upon the numbers of the public involved in each individual incident (4 complainants for one incident), rather than a direct increase in the number of actual complainable matters.

Professional Standards Department

**Action plan for dealing with key areas of complaint – Other Assault,
Incivility & Neglect**

BCU/Dept: Liverpool South

Other Assault

3 Actions to reduce the number of allegations of Other Assault
1. 'Taylor Team' – Insp Powell and Sgt Humphreys to address parades re: Complaints including assault
2. Ensure all officers attend mandatory 2 day PSP training and aware of proportion relevant necessary use of force.
3. Ensure officers record actions in cases of alleged assault and complete appropriate form.
How will I achieve the above actions?
1. Ensure all blocks and stations are visited for briefing.
2. I will deliver a Training Brief on Complaints in next stage Citizen Focus Area Training.
3. Ensure all Line Managers are aware of training inputs and recording mechanisms.
How will I measure success?
1. Reduction in allegations of assault. RESULT. 2 Parades visited (20 staff F3/4 N'hood)
2. Increase officers attending Mandatory PSP Course RESULT. 376 staff trained in area to date.
3. Number of officers and can train in Citizen Focus Training. RESULT Approx 110 officers trained in mandatory citizen focus training (8 week block booking via area PDU, 5 sessions have took place, 3 to go)

Incivility

3 Actions to reduce the number of allegations of Incivility
1. 'Taylor Team' – Inspector Powell and Sgt Humphreys to address parades re: complaints including incivility.
2. Ensure officers fully understand term, incivility and impact it has on community.
3. Ensure officers fully record actions in all cases, especially where allegations are made.
How will I achieve the above actions?
1. Ensure all blocks and stations are visited for Briefing.
2. I will deliver a Training Brief on complaints in next stage of Citizen Focus Area Training.
3. Ensure all Line Managers understand impact incivility has and consequences for staff.
How will I measure success?
1. Reduction in allegations of incivility RESULT. As incorporated above (Inspector Powell off long term sick – work still in progress) low levels recorded within last few months as per PSD performance figures.
2. Reduction in overall complaints RESULT. Mentioned within content of citizen focus training delivery as above
3. Any positive Feedback on how officers deal with incidents. RESULT. As stated within training delivery and parade visits along with work within the citizen focus area agenda to provide feedback positive or negative to officers and their Supervision.

Neglect

3 Actions to reduce the number of allegations of Neglect
1. 'Taylor Team' – Inspector Powell and Sgt Humphreys to address parades re: Complaints, including Neglect.
2. Ensure officers understand what Neglect is and how it can be avoided.
3. Ensure officers record actions in all cases to neglect allegations of Neglect.
How will I achieve the above actions?
1. Ensure all blocks and stations are visited for briefings.
2. Deliver a training brief on complaints at next Area Citizen Focus Training to include Neglect.
3. Ensure all Line Managers are aware of need to record incidents to negate Neglect allegations.
How will I measure success?
1. Reduction in allegations of Neglect. RESULT. Low level of complaints recorded within this topic as per PSD data.
2. Reduction in overall complaints. RESULT. Lowest level of complaints in this topic across Force.
3. Any positive feedback offices receive following incidents. RESULT. As stated above within other topics.



To: The Chairperson and Members
of the Professional Standards and Complaints Committee

Meeting: 16th April 2009

Report of the Chief Constable

Black and Racial Minority (BRM) and Female Staff in Specialist Departments

1. Purpose

The purpose of this report is to inform Members about the number of Black and Racial Minority (BRM) and female staff in Specialist Departments.

2. Recommendation

Members are invited to note this report.

3. Background

3.1 At the Police Authority Equality and Diversity Sub-committee meeting held on the 12th February 2009, members considered an update on Equality and Diversity. Members were informed of a range of opportunities afforded to staff to obtain positions in specialist units and which helped to reduce the perception that such units were 'closed shops'. As a consequence, the Sub Committee requested that an analysis of the number of BRMs in specialist units, including Professional Standards Department (PSD), be provided to the April meeting of the Professional Standards and Complaints Committee.

3.2 The above information is contained within this report, which also provides a breakdown of female representation in specialist departments.

4. Merseyside Police Female and Black and Racial Minority Staff Representation in Specialist Departments

4.1 The table below shows a breakdown of the number and percentage of female and BRM staff, together with the total number of staff in specialist departments.

	Female		BRM		Total Number of Staff
	No.	%	No.	%	
Force Crime Operations Unit (FCOU)	43	26.38	2	1.23	163
Force Major Incident Team (FMIT)	24	26.09	2	2.17	92
Intelligence and Security Bureau (ISB)	28	16.97	6	3.64	165
Professional Standards Dept (PSD)	11	44.00	0	0.00	25
Matrix Covert	19	22.89	1	1.20	83
Matrix Reactive	4	15.38	0	0.00	26
Matrix Disruption	14	14.10	6	6.10	99
Roads Policing Unit (RPU)	15	9.38	9	5.63	160
Firearms Dept	13	10.70	7	5.79	121
Mounted Dept	20	55.56	4	11.11	36
Dog Unit	10	16.67	0	0.00	60
Total	201	19.50	37	3.60	1030

- 4.2** Overall 20% of the total number (185) of BRM staff are in specialist departments compared to 14.7% of White staff.
- 4.3** Five of the departments - ISB, Matrix Disruption, RPU, Firearms and the Mounted Department are above the total percentage of BRM staff (2.6%) at a Force Level. The other six departments fall below this level with three - PSD, Matrix Reactive and the Dog Unit having no BRM staff. PSD and Matrix Reactive Departments are currently undertaking a recruitment process. The breakdown of staff recruited under the different equality strands will be monitored and presented to the Equality and Diversity Programme Board.
- 4.4** In relation to the percentage of female staff, two of the Departments -PSD and the Mounted Department are above the total percentage (36%) of female staff at a Force level, with another three departments, FCOU, FMIT and Matrix Covert, being above the Force level of female police officers (22.6%). The other six departments fall below both these levels with the RPU having the lowest percentage of female staff at 9.38%.

4.5 It is important that the organisation maximises the skills and experiences of its diverse workforce and improves representation from minority groups across ranks/grades and departments. To enable the Force to achieve this, two of the priorities agreed in February 2009 by the Equality and Diversity Steering Group are to:

- Proactively use Positive Action Initiatives to improve under-representation in relation to recruitment, and progression to senior ranks/roles in the organisation and specialist roles to more accurately reflect the diverse communities
- Review and revise application processes for jobs and promotion to ensure there are no adverse impact for certain groups and that reasonable adjustments are made where appropriate.

4.6 Progress against these priorities will be monitored quarterly by the Diversity and Equality Steering Group, chaired by the Deputy Chief Constable. Action Plans are currently being developed to achieve these priorities, which will be driven and delivered by the Equality and Diversity Programme Board, which will meet on a monthly basis and be chaired by ACC Citizen Focus.

4.7 To help achieve these priorities the Positive Action Team has already been working with a number of Specialist Departments to develop Positive Action Initiatives and other measures to improve representation. Matrix (Reactive, Covert and Disruption), the Roads Policing Unit and Firearms Departments have developed action plans and this work is to be extended to the other specialist departments. Other Positive Action initiatives, which have been put in place are detailed below.

A Careers Fair

4.8 A Careers Fair, aimed at under-represented groups, took place on the 3rd March 2009, at Aintree Racecourse. The event included an exhibition area where staff could meet and discuss the role and work of staff from the following Specialist Departments:

- Intelligence Security Bureau
- Criminal Investigation Department
- Force Crime Investigation Unit
- Professional Standards Department
- Matrix – Reactive, Disruption and Covert
- Operational Support Unit – Traffic, Dogs, Mounted and Firearms
- Force Crime Operation Unit – Force Major Incident Team, Public Protection Unit, Target Ops and Criminal Assets
- Personnel and Recruitment
- The Academy

- 4.9** To gain a more in depth knowledge of the work of Specialist Departments there were also a series of presentations delivered to staff attending the event.

Firearms Familiarisation Courses

- 4.10** 22 female officers attended two, one week Familiarisation Courses. The week included discussion about their needs, concerns and expectations, an overview of the department, input from current female firearms officers, the fitness test and action plans designed to improve fitness, weapons familiarisation, training and the selection process. An input on positive action was also included in order to educate and give officers confidence to challenge any misconceptions they may encounter. 6 of these females have recently submitted applications to the Firearms Department in the current recruitment process.

Selection and Interview Support

- 4.11** A number of individuals have received individual support, advice and coaching in relation to promotion and selection processes from the Positive Action Team. The Team also provide advice and signpost individuals who seek support as a result of promotion postings, sickness appeals and personnel issues affecting them.
- 4.12** The Positive Action Team are delivering a number of seminars/workshops for applicants from under-represented groups for this year's Constable to Sergeant and Sergeant to Inspector Process in addition to support being offered locally.

Sergeant Study Classes

- 4.13** Weekly study classes for the Sergeant Exam in March 2009 began in November 2008 with an average of 20 -25 candidates from under-represented groups attending each week. These classes will also be run for staff studying for the forthcoming Inspectors Exam in September 2009.

Training

- 4.14** To improve knowledge, understanding and awareness of Positive Action and its benefits, the Positive Action Team are now providing inputs to student officers, at familiarisation events and to individual managers.

5. Financial and Staffing Implications

There are two posts within the Diversity Team (Sergeant and Constable) with responsibility for progression and retention of staff from under-represented groups. There are no other costs associated with this report.

6. Equality and Diversity Impact Assessment

- 6.1** This report provides a breakdown of female and BRM staff in Specialist Departments, which highlights under-representation. Equality Monitoring of Staff within Specialist Departments will be monitored as part of the new Equality and Diversity Programme Board. The impact of positive action initiatives and measures to improve representation will also be regularly monitored as part of the Programme Board.

7. Environmental Impact Assessment

There are no environmental issues associated with this report.

8. Risk Assessment

It is critical that the police maintain the confidence of all of Merseyside communities. To help achieve this Merseyside Police must continue to work to have a workforce, which is representative of the communities it serves.

9. Conclusion

It is important that the organisation maximises the skills and experiences of its diverse workforce and improves representation from under-represented groups across ranks/grades and departments. The Force is committed to achieving this goal through effective monitoring to identify areas of under-representation and the proactive use of positive action initiatives to address under-representation.

**Bernard Hogan- Howe
Chief Constable**

**Contact: Chief Inspector Helen Corcoran, Diversity Team
Telephone: 0151 777 1615
Background Papers: None**



To: The Chairperson and Members
of the Professional Standards and Complaints Committee

Meeting: 16th April 2009

Report of the Chief Constable

Diversity Training Analysis (Provision and Attendance)

1. Purpose of Report

The purpose of this report is to inform Members of the current position with regard to diversity training delivered to Merseyside Police.

2. Recommendation

Members are invited to note this report.

3. Background

3.1 At the meeting of the Equality and Diversity sub-Committee on 12th February 2009, Members considered a report of the Chief Constable in relation to the True Programme, Total Policing seminars (phases 3 and 4). Members asked that a comprehensive report on diversity training be submitted to the next meeting of the Professional Standards and Complaints Committee detailing:

- The percentage of officers above the rank of Sergeant who have undertaken diversity training, including a breakdown by rank, department, section or unit; and
- Details of the length and timeliness of the training.

4. Diversity Training

4.1 It is important to set diversity training into its wider context within the Force. The development of both the Citizen Focus agenda and the national counter terrorism strategy has led to a new emphasis within the police to better understand all our communities. The creation of the Force Diversity Unit to give a focus to supporting communities, more events linked to providing the service of choice to all our communities, in addition to the comprehensive training programme already in place, has given the Force a comprehensive provision across all strands of diversity.

4.2 In line with recommendations made by external advisory bodies such as the Equality and Human Rights Commission, Merseyside Police now deliver Advanced People Skills training in community venues throughout the Force area. The effect of this move has been to establish new links

with communities and give community members the opportunity to meet police officers and staff in a non-operational setting. The Academy develops and delivers a wide range of training through Advanced People Skills Modules, True Seminars and Master classes.

- 4.3** Chief Officers receive extensive diversity training during the three months Strategic Command Course. Several inputs are received from speakers covering all strands of diversity, backed up by briefing sessions with the leaders of minority communities from across the country.
- 4.4** Senior Officers and Police Staff within the Force have several opportunities for diversity training. In addition to the training and diversity events provided by the Force, they also attend the National Policing Improvement Agency (NPIA) Senior Leadership Development programme, based at Bramshill, which contains elements of diversity throughout its content and several specific diversity modules.
- 4.5** The Senior Leadership Development Programme is delivered on a modular basis across two distinct stages, commonly referred to as SLDP (1) and SLDP (2.) The aim of the course is to help participants move from a tactical to a strategic “way of thinking” by providing police officers and police staff with the knowledge and skills to take on a role as a member of a senior management team.
- 4.6** An introduction to SLDP is provided by a two week residential foundation course. A specific learning outcome for the SLDP foundation course is to ensure participants understand current thinking around race and diversity issues. This is an Integrated Competency Framework objective which students must satisfy before progressing through the Senior Leadership Development Programme.
- 4.7** SLDP (2) focuses on senior officers at Superintendent/Police Staff equivalent and above. The module ‘Diversity for Executive Leaders’ is delivered at this stage of the programme. The aim of this module is to enable participants in their role as senior leaders in the Police Service to improve their effectiveness in building, maintaining and developing good quality working relationships with diverse groups both in the community and within the policing organisation, in order to maximise trust and confidence in the police and improve service delivery. The module is a three day residential course. In the last year (2008-2009) four Chief Superintendents have attended the course. These courses are historically oversubscribed and this can make attendance on the course difficult. The Academy is now working closely with NPIA to ensure that Merseyside Police has a predetermined allocation of places on the NPIA modules.
- 4.8** The Senior Leadership Development Programme also includes ‘Leading Within Diverse Organisations’. This module is intended to raise the knowledge, understanding and awareness of students in respect of the complexities surrounding the management of difference within ‘current day policing’, from the perspective of individuals, groups and communities. This module was completed by two Chief Inspectors in 2008-2009.

The Diversity Unit has also arranged two training events delivered by an external provider, 'educationislam'. These bespoke training events have delivered an Introduction to Islam and the Muslim culture. This course provides a better understanding of Muslims in Britain, their basic beliefs and practices, and offers help with Public Sector Service development issues for Muslim Communities.

- 4.9** Attendance at the locally delivered Islamic awareness course by Senior Officers is as follows (an overview of the course content is provided at Appendix A),

Rank	Attendees
Chief Superintendent	4
Superintendent	11
Chief Inspector	22

*One Inspector, one Sergeant and two Constables also attended the course.

- 4.10** The Core Leadership Development Programme includes training to enable supervisors, both police officers and police staff equivalent, to effectively implement the Fairness at Work Policy and Procedures. The overall topic is referred to as Diversity and Professional Practice and subjects include:

- Capability and unsatisfactory performance
- Complaints and Misconduct
- Fairness at Work
- Standards
- Grievance
- Performance

Additionally all Custody Sergeants receive a bespoke training course, this also covers aspects of diversity with particular emphasis on the searching of detained persons.

- 4.11** The Academy also provides a member of staff as a single point of contact for Positive Action Leadership Programme (PALP) training. The PALP programme is a 4-day programme that consists of 3 consecutive days followed by 1 day after approximately 1 month back in the workplace. PALP is part of a national positive action initiative and is open to Police Officers and Police Staff that are of different faiths, black and minority ethnic groups, female, gay/lesbian/bisexual or disabled.

- 4.12** All police officers and police staff across the force have access to the National Centre for Applied Learning Techniques (NCALT) and therefore have access to the Performance, Conduct and Standards of Professional Behaviour (PCSPB) and the Police Race & Diversity Learning and Development Programme (PRDLDP).

4.13 PRDLDP includes an input on:

- Age
- Employment equality regulations
- Age and service delivery
- Age awareness
- The Disability Discrimination Act 1995
- Disability and The police
- Diversity and The Police – e learning
- Gender & The Police
- Race & The Police e learning
- Sexual Orientation
- Religion & Beliefs and The Police

4.14 Performance, Conduct and Standards of Professional Behaviour (PCSPB) explains the role of Managers in introducing the new standards of Professional Behaviour, the Police (performance) Regulations 2008, the Police (Conduct) Regulations 2008 and the key skills, tools and procedures managers and supervisors (both police officers and police staff) can use to deal with unsatisfactory performance and misconduct. PCSPB training was a mandatory training programme that took place throughout December 2008 for supervisory officers of the rank of Sergeant and above and Police Staff equivalent.

4.15 All training throughout the Academy (Crime, Neighbourhood and Operations Faculties) has been developed with the strands of diversity running through them. These strands are:

- Lesbian, Gay, Bi-sexual (LGB) - demonstrating an understanding of the difficulties faced by lesbian, gay and bi-sexual communities
- Disability – empowering employees in specifically supporting colleagues with a disability and members of the community that they serve`
- Age – enabling employees to specifically address issues of discrimination facing people of all ages, both internally and in the community with regards to service provision
- Gender/Transgender – examining and understanding gender/transgender issues to enable staff to incorporate gender awareness into their role
- Race - enabling employees to specifically address issues of discrimination facing ethnic minority groups, both internally and within the community
- Religion & Beliefs – enabling employees to address issues of discrimination against members of faith communities
- Gypsy Traveller – looking at the culture and history of the Gypsy Traveller community, exploring negative stereotypes and covering legislative issues that affects travellers
- Homelessness – understanding issues of homeless people and raise awareness of the “Big Issue in the North”

- Refugee & Asylum seekers – Identifying the difference between an asylum seeker and a refugee in its legislative process

4.16 Specialist Diversity Trainers within the Academy have attended either a five-week external Diversity Train the Trainers course or a NPIA Diversity Trainers course. The Force's newly appointed trainers will also be afforded the same or similar opportunity via the Training Needs Analysis.

4.17 The following Advanced People Skills modules are currently delivered by Academy staff with assistance from subject matter experts;

Course Title	Duration
LGB (Lesbian, Gay, Bi-Sexual)	One day
People with a Disability	Two days
Age	One day
Refugee and Asylum Seekers	One day
Race awareness	One day
Religion and Belief	One day
Homelessness (in conjunction with The Big Issue)	One day
Gender and Transgender	Two days
Gypsy Traveller	One day

Before attending any of the APS modules officers/staff must have completed the two-day 'Welcoming Diversity' course which is in effect the cornerstone that underpins all diversity training delivered by the Academy.

4.18 The following table provides the data relating to attendance at all diversity training by rank.

Rank	Percentage Trained
Chief Officer	100%
Chief Superintendent	100%
Superintendent	100%
Chief Inspector	100%
Inspector	100%
Sergeant	100%

4.19 An annual Training Needs Analysis (TNA) driven by the Performance, Development and Review (PDR) process provides the opportunity to capture any required modular or refresher training. This training takes place when specifically requested by officers (through their line management) or requested by the line managers themselves for their individual members of staff. A mandatory field on the new ePDR ensures that officers must specifically consider diversity training as part of their annual review.

5. Financial and Staffing Implications

- 5.1** Diversity Training for staff and officers is within current force plans and resources. The application of an annual Training Needs Analysis (TNA) provides the Academy with an indicative demand for diversity training. This enables the Academy to ensure that sufficient resources and venues are identified for delivery of this key subject. Extra diversity inputs are also arranged, for example the briefing sessions on Islamic awareness, on demand.
- 5.2** The Academy funds the hiring of external venues and guest speakers for Advanced People Skills training. Some guests speak free of charge, others charge a relevant fee appropriate to their input. A total of £4,567 was spent on venues during the last financial year.
- 5.3** Should any Area or Departmental member of staff fail to attend the course for other than an operational reason or exceptional circumstances, they will be charged accordingly. On these occasions, the guest speaker's fees are taken into account.

6. Risk Assessment

- 6.1** Recognition of diversity issues is a critical factor that supports the delivery of 'Total Policing'. Understanding the diverse communities is a key 'Citizen Focus Policing Hallmark'. Without the underpinning knowledge provided by diversity training, public confidence in Merseyside Police will suffer.
- 6.2** Additionally without due regard to current legislation specifically the Race Equality Scheme, the Disability Equality Scheme and the Gender Equality Scheme Merseyside Police would be legally vulnerable. Sound training in diversity awareness mitigates these identified risks.

7. Equality and Diversity Impact Assessment

- 7.1** The content of all Force training courses are regularly impact assessed to ensure appropriate compliance with all strands of diversity. Additionally trainers are constantly environmentally scanning for emerging issues and adjusting lessons accordingly. For the annual reviews of the products, there is a group of trained impact assessors available to support the team leaders with responsibility for the module and a quality assurance panel to ensure standardisation of the product.
- 7.2** Impact assessment of this subject matter provides the Academy with an opportunity to review and amend this training where appropriate, the process also facilitates identification of other diverse groups within communities, the policing of which may be supported by further 'Advanced People Skills' modules.

8. **Environmental Impact Assessment**

There are no environmental issues associated with this report.

9. **Conclusion**

As this report details there is now a clear structure in place to deliver the diversity training requirements for Merseyside Police Officers and Staff. The provision is determined by the annual training needs analysis. Performance in terms of attendance at the modules is monitored and is available for scrutiny when required. The Academy will continue to review this training provision and will make enhancements whenever appropriate.

**Bernard Hogan- Howe
Chief Constable**

**Contact: Superintendent Andrew Shakeshaft (Head of The Academy)
Telephone: 0151 777 8700
Background Papers: None**

Appendix A

Introduction to Islam & the Muslim Culture Suggested Program me

9:30 Arrival, Registration , Tea /Coffee

- Introduction & Welcome
- Setting the Scene/Expected Outcomes
- Ground Rules
- Islamic Knowledge Quiz
- Background to Muslims in Britain
- Discussion
- Visit Mosque & Presentation
- Questions/Discussion

11:15 Break for Tea /Coffee

- Women in Islam session

12:30 Lunch & Observation of Zuhr (Afternoon) Prayer

- Adhan/Call to prayer
- Basic Beliefs & Practices
- Workshops -in three groups
- Questions/Discussion

3:15 Break for Tea /Coffee

- Review Islamic Knowledge Quiz
- Evaluation

4:00 Close