

# **LEICESTERSHIRE POLICE AUTHORITY**

PAPER MARKED

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Meeting                   **POLICE AUTHORITY MEETING**

Date                       **28<sup>th</sup> JUNE 2010 – 2PM**

Report of               **CHIEF CONSTABLE**

Subject                   **MANAGEMENT OF CRITICAL INCIDENTS**

## **PURPOSE OF REPORT**

1. The purpose of this report is to provide members with an update regarding the management of critical incidents by Leicestershire Constabulary.

## **BACKGROUND**

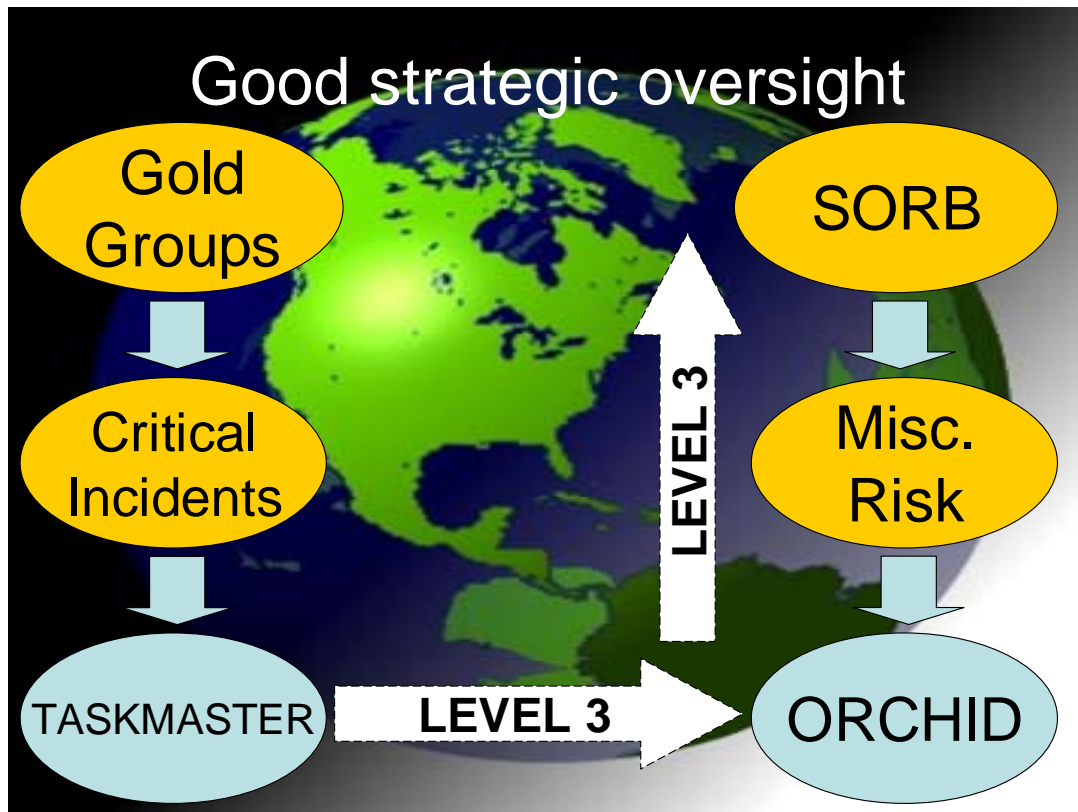
2. The effective management of critical incidents is essential to maintain public confidence in, and the reputation of, the Leicestershire Constabulary. As such, the policy, procedures and activity of the organisation in this regard can be considered as a key organisational risk to be managed.
3. The Force was inspected in this regard by HMIC in December 2008, and a number of areas for improvement identified. Subsequently an ACPO minimum standards document for critical incident management was produced which was written deliberately to push the envelope of Force's capability and preparedness to manage critical incidents. An action plan was produced to assess the Force's position in relation to these standards.
4. The HMIC visited the Force again in March 2010 and signed off all areas for improvement identified in 2008. The four remaining work in progress identified were incorporated in to the ACPO minimum standards action plan. This action plan is reviewed both through the Protective Services Steering Group chaired by DCC Fraser and the Critical Incident Working Group chaired by Superintendent Sally Healy at which the Police Authority is represented.

## **INTERIM REPORT**

5. The following areas were identified as requiring priority action, which formed the immediate focus for Critical Incident Working Group:
  - More robust strategic oversight of Critical Incidents
  - Better recording of critical incidents
  - More robust task management of critical incidents
  - Proper de-briefing of critical incidents
  - A robust corporate memory, including:
    - Accessibility of all documentation relating to a critical incident
    - 24/7 retrieval of documentation, including "lessons learnt"

## 6. Strategic oversight

At a meeting of the Force Strategic Organisational Risk Board (SORB), the below structure was approved, in principle, to provide effective strategic oversight.



## 7. Movement to this structure is designed to:

- Ensure that ALL incidents which are critical, or have the *potential* to be critical are recorded as such. This will include a number of issues, identified as being of high risk to Force reputation or community confidence, not currently recorded or dealt with as critical incidents, including:
  - Serious Case Reviews
  - Findings of the Review and Best Practice Unit
  - Coroners inquests
  - Inspection Reports
  - Etc.
- Ensuring that all of those incidents are managed through a Gold Group structure
- That Gold Group documentation is recorded on, and therefore retrievable through, Taskmaster.
- SORB will continue to manage miscellaneous risk to the organisation by means of ORCHID
- Certain Critical Incidents will be flagged by the Gold Group for inclusion on ORCHID. This will allow the SORB to maintain oversight of those risks posing greatest risk to the Force.

## 8. Taskmaster

All critical incidents require a Community Impact Assessment (CIA). As of 19<sup>th</sup> June 2010 all CIAs are now recorded on the TASKMASTER system. A CIA must be started by a supervisory officer (sergeant or above) using the template on the TASKMASTER System on the Internet. This is searchable, provides links to other data and is easily accessible.

The CIA can be seen as the hub of a variety of information relating to an incident. There is the ability to add attachments, such as minutes of Gold Meetings. Any CIA can only be closed by a member of the SMT of the BCU concerned, and then only after the completion of the de-brief section covering any lessons learnt or good practice. By incorporating the document within TASKMASTER then it and its contents are searchable through Genie II. This will ensure a robust corporate memory, ensure the availability of lessons learnt on a 24/7 basis and provide a comprehensive, searchable record of critical incidents in the Force.

## 9. **Training**

The Constabulary has developed a training input in relation to Critical Incidents for Police Authority and IAG members. This explores the way in which the Police Service deals with Critical Incidents and the contribution that both the bodies can make to ensure an effective and appropriate response is delivered.

The training will;

- Outline the nature of a Critical Incident
- Explore the Police response to such an incident
- Examine the role of the Police Authority when an incident occurs
- Examine the role played by independent advisors

The training will commence in July and will take the form of a multi media tabletop exercise based on real life scenarios. The training utilises the Leicestershire Resilience Forum facility at Ashby.

## 10. **Stakeholder Management**

Stakeholders have the ability to greatly influence peoples' perceptions of Leicestershire Constabulary. It is therefore important that we engage with them in a structured and effective way that is planned and not ad hoc. Relationships that are built up over time will pay dividends during more difficult and challenging times with stakeholders being fully informed and in receipt of the full facts rather than just relying on the headlines they read in the press.

Drawing together a clear plan for stakeholder engagement is crucial and this is now in the process of being drawn up. It will be in the form of an overarching strategy which will set out guidelines and suggest options for engagement at all levels including neighbourhood, LPUs, BCUs and departments. It will encourage these areas to develop their own tailored engagements strategies that will be owned locally by them. The overarching strategy is being compiled by corporate communications and completed by August 2010.

A stakeholder engagement data base is being constructed which will help to identify stakeholders to be communicated with at a Force level both in relation to general matters relating to the Force and for specific incidents, including critical incidents. Each individual on the system will have a brief pen picture which identifies their key issues and concerns. This will mean that if individuals needed to be briefed in relation to a safeguarding issue a keyword such as 'safeguarding' could be entered and the search would pick out those individuals. This information will then be used when formulating a communication plan which would then segment the stakeholders into how supportive, affected and influential they were which in turn would shape how they were engaged with, when and who is responsible. The data base will also include contact details. It is envisaged that this will be owned by Corporate Services. The maintenance of the database will be essential to ensure that it is an effective communication tool. The database will grow and become more sophisticated over time, however it will be up and running in its early form by August.

## **RECOMMENDATIONS**

11. Members are recommended to note the contents of this report.

### **Officer to Contact**

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