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Telephone: 01768 217734

Our reference: jh/EIP

Date: 1 November 2017

AGENDA

TO: THE MEMBERS OF THE ETHCS AND INTEGRITY PANEL

CUMBRIA POLICE & CRIME COMMISSIONER AND CUMBRIA CONSTABULARY ETHICS AND INTEGRITY PANEL

A Meeting of the Ethics and Integrity Panel will take place on **Wednesday 16 May 2018** **OPCC Meeting Room**, Police Headquarters, Carleton Hall, Penrith, at **2.00pm**. Please note that a buffet lunch will be served for Members of the Ethics and Integrity Panel.

G Shearer
Chief Executive

Note: Members are advised that allocated car parking for the meeting is available in the Visitors Car Park to the left of the main Headquarters building.

Please note that there will be a dip sample session of Public Complaint Files on Thursday 26 April 2018.

Dip sampling of Misconduct Files will take place on the morning of Wednesday 16 May 2018 .

PANEL MEMBERSHIP

Mr Michael Duff
Mrs Lesley Horton
Mr Alan Rankin (Chair)
Mr Alex Rocke

AGENDA

PART 1– ITEMS TO BE CONSIDERED IN THE PRESENCE OF THE PRESS AND PUBLIC

1. APOLOGIES FOR ABSENCE

2. DISCLOSURE OF PERSONAL INTERESTS

Members are invited to disclose any personal/prejudicial interest which they may have in any of the items on the Agenda. If the personal interest is a prejudicial interest, then the individual member should not participate in a discussion of the matter and must withdraw from the meeting room unless a dispensation has previously been obtained.

3. URGENT BUSINESS AND EXCLUSION OF THE PRESS AND PUBLIC

To consider (i) any urgent items of business and (ii) whether the press and public should be excluded from the Meeting during consideration of any Agenda item where there is likely disclosure of information exempt under s.100A(4) and Part I Schedule A of the Local Government Act 1972 and the public interest in not disclosing outweighs any public interest in disclosure.

PART 2– ITEMS TO BE CONSIDERED IN THE ABSENCE OF THE PRESS AND PUBLIC

4. NOTES OF THE PREVIOUS MEETING

To confirm the restricted notes of the meeting of the Ethics and Integrity Panel held on 8 February 2018 (copy enclosed).

5. CIVIL CLAIMS

(a) To receive and note a report by Cumbria Constabulary on Civil Claims (copy enclosed) - *To be presented by Mr A Dobson, Director of Legal Services.*

(b) To receive a report on the process review in relation to small ex-gratia payments; and comparison figures of the previous 2 years.

6. GRIEVANCES

To receive a report on Grievances against the Constabulary with particular note of any cases of bullying - *To be presented by Deputy Chief Constable Webster.*

7. MISCONDUCT

- (a) To receive and note a report by Cumbria Constabulary on police staff misconduct (copy enclosed) - *To be presented by Deputy Chief Constable Webster.*
- (b) To raise any overall issues identified during the dip sample session and discuss progress of allocated actions.

8. INTEGRITY – ANTI-FRAUD & CORRUPTION

To receive and note a report by Cumbria Constabulary on work undertaken by the Anti-Fraud and Corruption Unit (copy enclosed) – *To be presented by Deputy Chief Constable Webster*

9. INTEGRITY – COMPLAINTS BY THE PUBLIC

- (a) To receive and note a report by Cumbria Constabulary on public complaints (copy enclosed) – *To be presented by Deputy Chief Constable Webster.*
- (b) The Panel to be updated on the findings of the PSD complaints investigator review on the accessibility of the complaints system – *To be presented by Superintendent Jackson.*

10. OPCC COMPLAINTS AND QSPI

To receive and note a report by the Office of the Police and Crime Commissioner regarding complaints and quality of service issues received (copy enclosed) – *To be presented by the OPCC Chief Executive .*

ETHICS AND INTEGRITY PANEL

Notes of a meeting of the Ethics and Integrity Panel held on
Thursday 8 February 2018 in OPCC Meeting Room, Police Headquarters,
Carleton Hall, Penrith, at 2.00 pm

PRESENT

Mr Alan Rankin
Mr Michael Duff
Mr Alex Roche

Also present:

Deputy Chief Constable Michelle Skeer
Assistant Chief Constable Mark Webster
Superintendent Sarah Jackson
OPCC Chief Executive Vivian Stafford
OPCC Governance Manager Joanne Head
Paula Coulter, OPCC
Rebecca Shultz, Cumbria Constabulary

1. APOLOGIES FOR ABSENCE

Apologies were received from Mrs Lesley Horton.

The Panel Chair thanked everyone for their attendance at the meeting and welcomed ACC Webster, Paula Coulter and Rebecca Shultz to the meeting.

2. DISCLOSURE OF PERSONAL INTERESTS

There were no disclosures of personal interest regarding any agenda item.

3. URGENT BUSINESS

There were no items of urgent business to be considered by the Panel.

4. NOTES OF THE PREVIOUS MEETING

The notes of the meeting held on 9 November 2017 had been circulated with the agenda.

With regard to minute 9; the Panel wanted to change some of the wording on page 6 to more accurately reflect their views. It was agreed that this would be done outside the meeting.

5. COMMUNICATION CENTRE

During the morning the Panel had visited the Constabulary's Communications Centre to ascertain how the Professional Discretionary Framework had been implemented and was being utilised by officers and staff. The members spent over an hour listening in to telephone calls received and how they were handled. There had been a mixture of the types of calls received but it was noted that there was a recurring theme of mental health issues and vulnerability. Officers were very good at handling them, polite and firm with the non-999 calls, identifying any vulnerability for future records.

DCC Skeer advised that 17% of the calls received related to crimes, with the rest being mostly public safety issues. It has been a step-change for the Constabulary to put officers into the Comms Centre, however early identification of vulnerability had been commented upon by HMIC. The officers provided instant problem solving for the caller with 30% less deployment for front line officers; leaving them free to deal with more complex jobs.

The Panel had taken the opportunity to dip sample cases dealt with under the discretionary framework to ensure that the framework had been applied correctly. They identified that in one instance the framework had not been used, when it could have been applied. This had been in relation to a theft from a shop in a very rural location. The benefit to the community of having an officer go and speak with the owner far outweighed that of using the framework. Generally they found that the recording of the use of the framework was detailed, appropriate, at the right level and volume.

Some of the matters they had reviewed related to safeguarding of vulnerable people. Utilising safeguarding resources now within the Comms Centre, enabled matters to be dealt with quickly, taking pressure off the hubs and assisting officers at ground level. DCC Skeer advised that the Constabulary had received £3m transformation funding to enable inter-agency working. This had proved very successful in providing officers with support and advice to deal with matters. A large amount of training had been provided to officers and staff on the different elements of the mental health spectrum, which was proving to be a great help when dealing with individuals. It was noted that during the previous year demand relating to mental health matters had increased by 177%. It was important multi-agency solutions were sought. Hubs across the county have partners co-located together, which look at how issues can be problem solved.

The Constabulary had focused on their Command and Control system following issues with 101 calls being answered. An extensive improvement plan had been developed and implemented which had shown impressive results. With increased demand on both 101 and 999 services it was important that the Constabulary maintained service levels in the coming summer months. The Chief Officer Group and the Police and Crime Commissioner received regular reports on performance with the Commissioner actively holding the Chief Constable to account at performance meetings. DCC Skeer spoke about a new communication system, which they were hoping to install within the next 18 months. This would provide greater flexibility and

enable messages to be uploaded during major incidents to keep members of the public updated.

During their morning session and with the aid of the performance report, the Panel reiterated their assurance that the professional discretion framework was working well within the Comms Centre and was being appropriately applied.

AGREED, that the reports and comments be noted.

6. CITIZENS IN POLICING

Supt Jackson provided a verbal update in relation to the recruitment of Special Constables, volunteers and police cadets to the Constabulary. The previous week she had met with members of the Special Constabulary to discuss issues to improve recruitment and retention. Tailored recruitment campaigns would be carried out as it was recognised that volunteers within the Constabulary had many different skills and the organisation was starting to include a number of different options and roles to be different and innovative. Special Constables were now being asked to sign up to a Code of Conduct similar to that of regular officers and staff.

Consideration was being given as to whether or not all Special Constables would have to carry out the full training package to carry out more specified roles. This would complement the work of the cadets and mini-cadets. Five cadet groups were commencing and it was hoped that in time these would become Special Constables in the future. Some of the current Specials were going to help run the cadet schemes.

The end of March would see the launch of the mini-police with 26 schools across the county participating. This was a school-based programme for 9 to 11 year olds. They would be provided with a uniform and carry out community-based work. They would receive training such as water safety training which they could then pass on to other pupils within the school or their friends.

ACC Webster advised that the Constabulary needed to recognise that if they stepped outside the standard package of volunteering in policing this would be picked up by HMIC. However, it was important to recognise the differing skills of individuals and utilise them in the most appropriate way. DCC Skeer complimented Supt Jackson for all her hard work in driving this project forward.

Agreed; that, the Panel note the update.

7. INTEGRITY – ANTI-FRAUD & CORRUPTION

DCC Skeer presented the quarterly report on work undertaken by the Constabulary's Anti-Corruption Unit. She guided members through the report, commenting on each of the cases listed that had been finalised and those still ongoing providing an update on their status.

There had been an increase in the number of cases relating to discreditable conduct. The force were carrying out a lot of educational work with officers and staff in relation to disclosure of information; with reminders that access to information needed to have a policing, not personal, purpose. Joint work with the Federation and Unison was attempting to raise awareness. The use of the PASS newsletter was an essential tool to try and prevent other officers or staff making similar mistakes.

In relation to two finalised misconduct cases the Panel questioned the outcome of these being different to one another when the alleged offenses would initially seem the same. DCC Skeer provided an explanation on how the two cases differed and why there was a different outcome. Independent advice had been sought on the matter to ensure they were dealt with appropriately. Following the explanation, the Panel felt assured that the two cases were indeed different and therefore different outcomes would be suitable.

The Panel went on to discuss two more cases highlighted within the report, during which DCC Skeer provided assurance on how the matters were being dealt with.

Agreed; that, the Panel note the report

8. INTEGRITY – COMPLAINTS BY THE PUBLIC

DCC Skeer presented a report, which outlined public complaints that the Constabulary had received during the reporting period along with comparison figures for the previous 12 months rolling period.

- IPCC data continues to show that Cumbria complaints per 1000 employees remains lowest in the MSF (most similar forces Lincolnshire 222, Norfolk 140, North Wales 124) and also against MSF/national averages:
 - Apr 17 to Sep 17, Cumbria: 122, MSF average: 152 National average: 137
- The IPCC data also shows that Cumbria is the 5th best in the country for average number of days to locally resolve allegations.
- The current 12 month rolling figures show that cases increased by 32.86% and there has been an increase in allegations by 21.46% in comparison to the last 12 months.
- A breakdown of allegations shows that no TPAs have reduced their level of allegations in the rolling 12 months.
- The main group showing an increase when comparing the rolling 12 months is Unprofessional Conduct by 91 (21.46%).
- Allegations upheld by PSD have reduced by 9 allegations (90%) comparing the last period with the current 12 months. The number of Local resolutions has increased overall by 164 (141%)
- The number of Force appeals continue to reduce, IPCC appeals have increased, when comparing the last 12 months against the previous.
- The number of upheld appeals for the IPCC has increased by 50% compared to the last 12 month period, upheld Force Appeals have reduced by 25%.

DCC Skeer guided the Panel through the new 'There and Then' procedure which had been introduced into the Professional Standards Department in November 2017. Complaint calls

were taken by trained investigators, and if there are no criminal allegations being made, and there was something that could be resolved quickly this would be done over the phone. This enabled issues to be dealt with quickly, individuals received a better service and the investigation caseload was reducing. Feedback from the new system had been positive with areas dealing with fewer matters. All complaints were still recorded and this enabled trends and issues to be identified, such as repeat officer cases. It was proposed that a thematic session could be carried out on the There and Then procedure.

The Panel had been provided with an example of how the Repeat Officer Strategy had been utilised. The members felt that this provided a good audit trail of what the organisation had done to identify issues and where appropriate support the officer.

Agreed; that, the Panel note the report.

9. ANNUAL REPORT

The Governance Manager presented a draft of the Panel's Annual Report, which had been previously circulated to all the Panel members. The report detailed the work overseen by the Panel and the thematic sessions they had carried out.

Work undertaken during the morning by the Panel would be included within the report and a further draft would be circulated to the Panel members for their approval. The final report would then be presented to the Police and Crime Commissioner.

The report would also be provided to the Joint Audit and Standards Committee to supplement their oversight work.

Agreed; that, the draft report be approved.

The Panel Chair wished to take the opportunity to wish the current Chief Constable, Mr Jerry Graham, every happiness in his forthcoming retirement.

Meeting ended at 3.15 pm

Signed: _____
Panel Chair

Date: _____



Constabulary Report to OPCC

Agenda Item No 06

TITLE OF REPORT: Constabulary Grievances

DATE OF MEETING: 25th April 2018

ORIGINATING OFFICER: Sarah Dimmock Diversity Manager

PART 1 or PART 2 PAPER: PART 1 (OPEN)

Executive Summary:

No more than 100 words.

- The Constabulary have a Grievance Policy and Procedure which affords the opportunity to resolve grievances quickly and effectively at the lowest possible management level, without the need to apportion blame or to provide punishment.

Recommendation:

- That the Ethics and Integrity Panel note the report.

MAIN SECTION

1. Introduction and Background

- 1.1 The attached Grievance Statistics Report shows the number of grievances lodged up to 31st March 2018, together with a summary of the last 3 financial years. So far, to date, there have been no grievances lodged in this financial year, 2018/2019
- 1.2 Included in the report is a breakdown of those lodging grievances. The report identifies the gender and race of those submitting grievances as well as an overview as to the nature of the grievance. In addition statistics relating to whether the aggrieved is a police officer or member of staff and whether the grievance relates to unlawful discrimination have been included.
- 1.3 The report provides data from the last 3 years to enable comparisons to be made.

2. Issues for Consideration

2.1 Drivers for Change

- There are no emerging trends or patterns at the time of submitting this report.
- There is a standing agenda item at the Valuing Individuals Group (VIG) to ascertain if there are any issues that the Constabulary should be dealing with. At this time no issues are being raised. All staff support groups, including the Federation, Unison, Occupational Health and the Chaplaincy are members of the group, which is chaired by the Chief Constable.
- The Constabulary's Diversity Manager will meet with the Federation and Unison when necessary to discuss issues that are emerging and look to informally resolve them prior to a grievance being submitted. The Constabulary proactively engages to address concerns.

3. Financial Implications and Comments

3.1 Please see Equality Implications

4. Legal Implications and Comments

4.1 Please see Equality Implication

5. Risk Implications

.Please see Equality Implications

6. HR / Equality Implications and Comments

- 6.1 If any of the convention rights are breached and unlawful discrimination is proven then there would be implications for the Constabulary which could incur status and financial loss.
- 6.2 If race, equality or diversity issues are identified that would lead to unlawful discrimination being proven then there would be implications for the Constabulary which again could lead to financial and reputational loss.

7. Supplementary Information

7.1 List any relevant documents and attach to report

- Grievance Data from 2015 to 2018
- Grievance Data for the period 2018/2019

RESTRICTED
Grievances

Please see below the figures for the financial year 20017/2018 up to and including 31/03/18.

	No. 2017/18
Total No. of grievances submitted to date	8
Resolved Stage 1	2
Resolved Stage 2	0
Resolved Stage 3	0
Not Resolved	1
Awaiting Action/Resolution	3
Withdrawn	1
On Hold (completed but not signed off/other issues)	1

Gender and Ethnicity Breakdown

	No. 2017/18
Male	4
Female	4
Black Minority Ethnic	0
Officers/Staff with Disabilities	0
Police Officers	5
Police Staff	3

BCU Areas

	Resolved	Further Action	Withdrawn	On Hold	Not Resolved
West	1	1	1	0	0
North	1	0	0	0	1
South	0	0	0	0	0
HQ	0	2	0	1	0
CID	0	0	0	0	0
UOS	0	0	0	0	0

Types of Grievance

Policy/ Selection Process	Treatment By Colleague(s)	Care/ confidentiality	Bullying/ Discrimination	Disability	Race/Culture
7	1	0	0	0	0



Office of the Police & Crime Commissioner Report

Title: Police Staff Discipline and Misconduct

Date: 16 May 2018

Agenda Item No: 07

Originating Officer: Kerry Rogerson, HR Manager

CC:

Executive Summary:

The Constabulary has a Disciplinary Policy and Procedure, which affords the opportunity to resolve cases quickly and effectively at the lowest possible management level. This report provides a summary and analysis of the cases, which have been dealt with in the six months preceding this year's meeting of the Panel

Recommendation:

That, the Ethics and Integrity Panel note the Report.

1. Introduction & Background

1.1 This report details the number of police staff discipline and misconduct cases dealt with during the period 1 November 2017 and 30 April 2018.

2. Issues for Consideration

2.1 Five members of Police Staff were the subject of disciplinary proceedings in accordance with the Constabulary Policy on Police Staff Discipline. All were female, and none were of a minority ethnic origin.

2.2 Of the five cases;

- One originated from a public complaint (later withdrawn), which was initially investigated by PSD then further investigated by HR. This case was subject to potential misconduct and Disciplinary Hearing resulting in a Written Warning.
- One case was subject to misconduct and a Hearing resulted in Dismissal with notice when considering a current live final written warning.
- Three cases were subject to a criminal investigation. Two cases were NFA in this respect but were subject to an initial misconduct investigation by HR. The remaining case resulted in a

Community Resolution / Restorative. All three cases required no further formal action with management words of advice provided in relation to conduct.

- 2.3 There are currently seven further cases which are ongoing and not subject to review by the panel at this time. Of these seven cases five relate to potential matters of gross misconduct with three staff members currently suspended from duty and a further two placed on management restricted duties.
- 2.4 One appeal was heard during this time period, the outcome being that the appeal was not upheld.

3. Implications

3.1 Financial

Please see Equality Implications

3.2 Legal

In accordance with the introduction of the Advisory and Disbarred lists cases which result in dismissal for misconduct are referred for inclusion on this list – this applies to police staff and officers and as a result the one dismissal in this reporting period was reported as such.

3.3 Risk

Please see Equality Implications

3.4 HR

3.4.1 Joint approach

From April 2018 the HR and PSD departments are operating a more integrated approach to police staff misconduct. Whilst HR will retain ownership investigations will be supported by the PSD Department with consolidation of guidance and template documentation.

This builds on the joint working already in place regarding investigations and the joint development and delivery of the Code of Ethics training across the Constabulary.

3.4.2 Equality

If the provisions of the Employment Rights Act 1996 are breached in terms of unfair dismissal then there would be implications for the Constabulary which may lead to financial and status loss.

If any equality or diversity issues are identified that would lead to unlawful discrimination being proven then there would be implications for the Constabulary which may lead to financial and status loss.

Concern has been raised regarding the cross over between the Constabulary attendance support procedures and the disciplinary procedure in respect of dismissal due to an unsatisfactory attendance record, in particular where the individual has a disability and the subsequent associated to the Advisory / Disbarred Lists. This matter is being addressed through a review of the associated Police Staff policies.



Constabulary Report to OPCC

Agenda Item No 9

TITLE OF REPORT: INTEGRITY – COMPLAINTS BY THE PUBLIC

DATE OF MEETING: 4th May 2018

ORIGINATING OFFICER: Superintendent Jackson – Head of People Department

PART 1 or PART 2 PAPER: PART 1 (OPEN)

Executive Summary:

No more than 100 words.

- IOPC data continues to show that Cumbria complaints per 1000 employees remains lowest in the MSF, at 152 (most similar forces Lincolnshire 317, Norfolk 213, North Wales 241) and also against MSF/national averages:
 - Oct 17 to Dec 17, Cumbria: 152, MSF average: 231 National average: 206
- The current 12 month rolling figures show that cases increased by 6.12% and there has been an increase in allegations by 9.05% in comparison to the last 12 months.
- A breakdown of allegations shows that only UOS has reduced their level of allegations in the rolling 12 months.
- The main group showing an increase when comparing the rolling 12 months is Direction & Control by 58 (113.73%).
- Allegations by Local Resolution TPA has increased by 153 allegations (137.84%) comparing the last period with the current 12 months. The number of allegations Not Upheld by PSD has reduced by 7.
- The number of Force appeals has increased from 22 to 30 (36.36%) , IOPC appeals have also increased by 14 (58.33%), when comparing the last 12 months against the previous.
- The number of Upheld appeals for the IOPC has increased by 116.67% compared to the last 12 month period, upheld Force Appeals have increased by 20%.

Recommendation:

Set out clearly the recommendation to be approved, using bullet points and ensure references are included to previous decisions on this matter. Any alternative options considered should not be outlined here but in the 'introduction and background' section.

- To continue to issue PASS Newsletters, Best Practice and Need to Know when trends are identified and publicise expected standards of ethical behaviour, good practice, learning and signpost staff to help/reporting lines via PASS Newsletters, Best Practice and Forcenet.
- To circulate quarterly reports regarding types of allegation and repeat officer data to the TPA's.
- To continue to raise awareness and implement delivery plans linked to the People department, some examples being inputs on Code of ethics, Abuse of Authority for Sexual Gain (AASG) and continued Vetting compliance.

MAIN SECTION

1. Introduction and Background

Alternative options considered, evaluation, benefits – anything not covered in sections below etc.

The latest data periods available & reported on in this document are as follows:

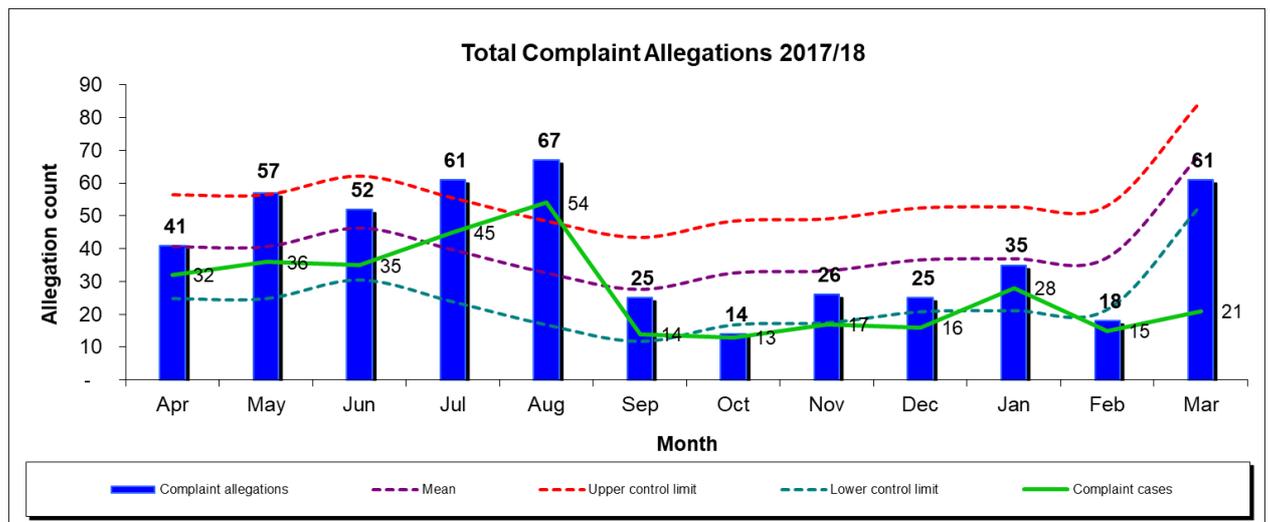
IPCC Q1, Q2 & Q3: April – December 2017

Cumbria Q4: January – March 2018

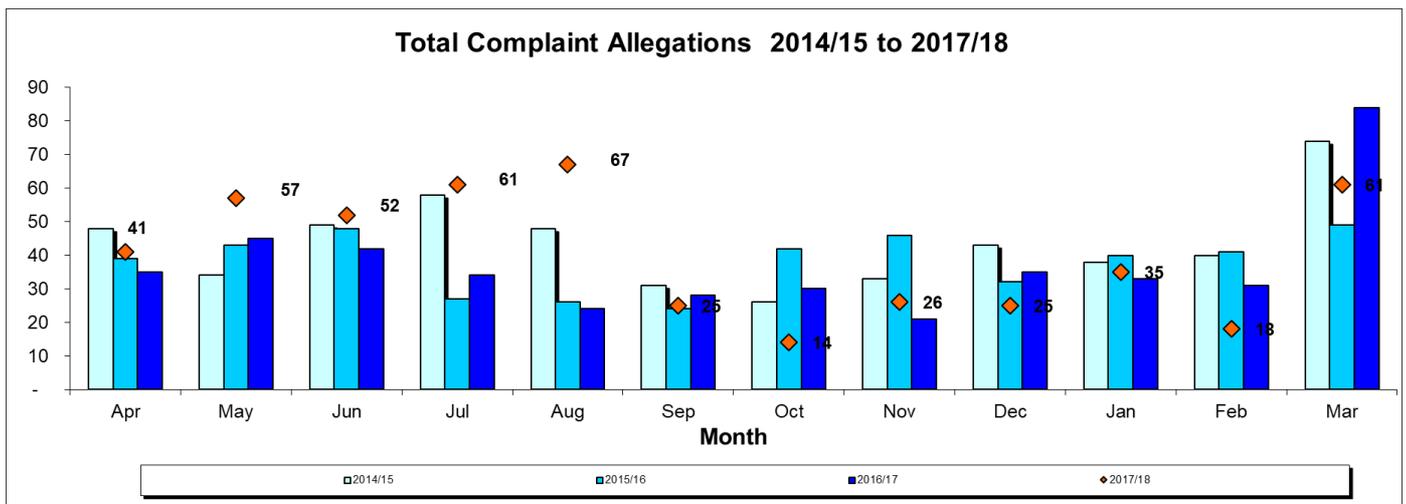
Cumbria 12 month rolling: 1st April 2017 – 31st March 2018

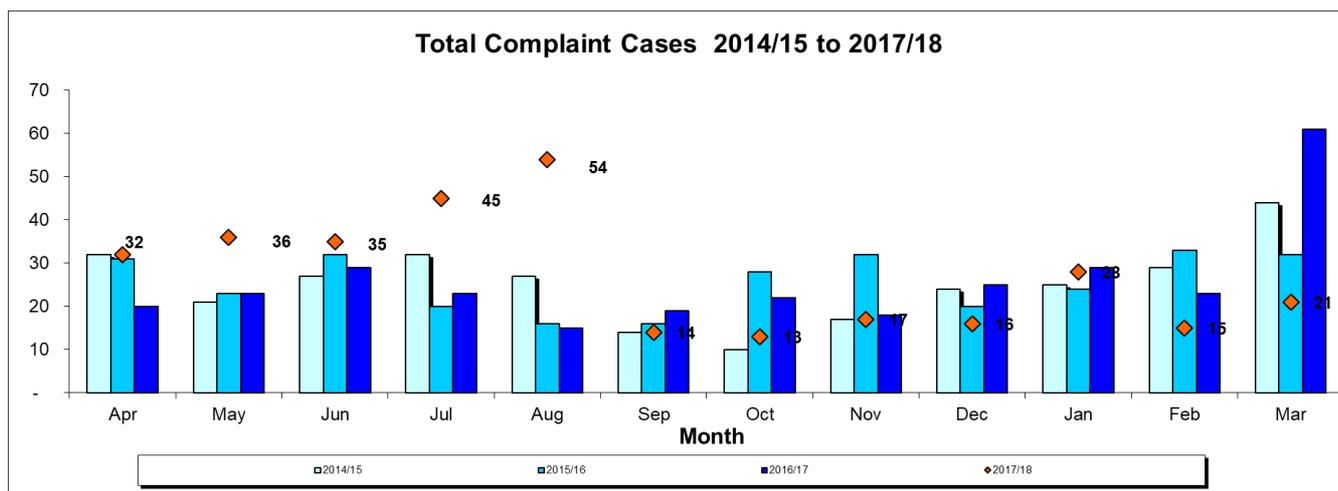
1.1 Complaint Allegations

The below chart shows levels of complaint cases and allegations in the last 12 months from April 2017 to March 2018:



The chart shows fluctuating levels of complaint allegations and cases. Over the 12 month period the total allegations are 482 and cases are 326. Since September, Cumbria has been below its 3 year average for both complaints and allegations.





Allegations & Cases have reduced to the lower limit. This is due to the fact that the Force now deals with service recovery via There & Then reports. The increase in There & Then reports can be seen in item 1.4.

The Complaint Assessor is committed to creating a culture that enables organisations to learn from their errors rather than stigmatise any mistakes, hence a reasoned rationale to reassure the public by finding a resolution as fast as possible. Individuals must not be intimidated about admitting to errors or mistakes or so fearful of blame that they keep information to themselves.

The table below shows the total number of cases and allegations including direction and control for 12 months to the end of March 2017 and 2018. The figures show that the numbers of allegations and cases over the current 12 month period have increased compared to the last 12 months.

	12 Month Rolling to Mar 2017	12 Month Rolling to Mar 2018	Percentage Change
Cases	307	326	6.12%
Allegations	442	482	9.05%

*Including Direction and Control cases/allegations.

Allegations broken down into TPA/Area.

The table below shows the numbers of allegations and cases broken down into areas:-

Area	<u>Allegations</u>			<u>Cases</u>		
	12 Month Rolling to March 2017	12 Month Rolling to March 2018	Change	12 Month Rolling to March 2017	12 Month Rolling to March 2018	Change
North	125	148	+23	94	109	+15
South	114	126	+12	77	78	+1
West	124	125	+1	75	74	-1
UOS	34	29	-5	26	22	-4
HQ/Other	45	54	+9	35	43	+8
Total	442	482	+40	307	326	+19

*Including Direction and Control cases/allegations.

The table shows an increase in allegations with the largest increase in North TPA followed by South TPA in this period.

Complaint cases have increased when comparing the current 12 month period with the previous 12 months with a significant increase in North TPA and HQ/Other in the period.

1.2 Area Allegation group breakdown (Glossary of allegation types at end of document)

The table below shows the allegations broken down into area and group:

12 Month Period	Group	North	South	West	UOS	HQ	Grand Total
12 Month Rolling to March 2017	Breaches of PACE K,L,M,N,P,R	11	16	20	1	0	48
	D&C	13	5	7	11	15	51
	Discrimination F	3	0	3	0	0	6
	Incivility U	22	11	16	9	6	64
	Malpractice G,H,J	2	6	6	1	4	19
	Oppressive Behaviour A,B,C,D,E,Y	23	42	32	5	2	104
	Other W	4	5	4	1	3	17
	Unprofessional Conduct S,T,V,Q,X	47	29	36	6	15	133
12 Month Rolling to Mar 2017 Total		125	114	124	34	45	442
12 Month Rolling to Mar 2018	Breaches of PACE K,L,M,N,P,R	10	10	15	2	1	38
	D&C	33	23	25	5	23	109
	Discrimination F	1	2	0	0	3	6
	Incivility U	23	17	14	9	7	70
	Malpractice G,H,J	15	2	4	0	4	25
	Oppressive Behaviour A,B,C,D,E,Y	16	18	20	2	3	59
	Other W	1	1	1	1	0	4
	Unprofessional Conduct S,T,V,Q,X	49	53	46	10	13	171
12 Month Rolling to Mar 2018 Total		148	126	125	29	54	482

*Including Direction and Control case/allegations.

Increase in Direction and Control

This category captures public complaints regarding matters of strategy, policy, structure, organisation and central force command concerning general policing. Direction and Control complaints are from members of the public complaining about how the Constabulary is run rather than actions of individuals.

Direction and Control complaints do not cover complaints about the conduct of individual members of the Police service, those will still be recorded in accordance with the provisions of the Police Reform Act 2002.

The single biggest area captured in Direction and Control covers the decision of the police/cps to take No further action in respect of a criminal allegation.

Other areas of complaint captured under Direction and Control are policy decisions around the retention of firearms from persons arrested/investigated for notifiable offences

In addition complaints that make reference to the shortcomings of the Police 101 systems – these were all captured under Direction and Control.

Increase in Malpractice

This area covers the mishandling of property.

A significant numbers of complaints relate to complaints about police officers seizing and retaining property for long periods of time. Property of this nature tends to be Communication devices. Devices seized for examination are triaged in order to be examined. Sometimes the whole process can be lengthy and the Constabulary recognises that the seizure of the device can impact on an individual.

Increase in Unprofessional Conduct

This includes the area of Other neglect or failure in duty.

One of the biggest areas of complaint is a failure by officers to update victims and those subject of investigation about an ongoing case. Officers are aware of the victim charter, this is captured within the caseman of every crime they investigate. Reminders have been circulated requesting Officers adhere to the charter.

Summary

The Complaints & Misconduct manager categorises all complaints. The new postholder has held their position for a year thus it is important not to lose sight that the categorisation of complaints is subjective and the allegation categories are very similar examples being: Failure to return property could easily be classed as either mishandling of property or neglect of duty.

In summary there were 442 recorded complaints in 2017 and 482 recorded complaints in 2018 which shows an across the range increase of 40 complaints in a 12 month period – just over 3 per month.

Change between 12 Month Rolling March 2017 & March 2018						
Group	North	South	West	UOS	HQ	Grand Total
Breaches of PACE K,L,M,N,P,R	-1	-6	-5	1	1	-10
D&C	20	18	18	-6	8	58
Discrimination F	-2	2	-3	0	3	0
Incivility U	1	6	-2	0	1	6
Malpractice G,H,J	13	-4	-2	-1	0	6
Oppressive Behaviour A,B,C,D,E,Y	-7	-24	-12	-3	1	-45
Other W	-3	-4	-3	0	-3	-13
Unprofessional Conduct S,T,V,Q,X	2	24	10	4	-2	38
TOTAL	23	12	1	-5	9	40

The four main groups reported on are Unprofessional Conduct, Oppressive Behaviour, Direction & Control and Incivility.

Oppressive Behaviour

The largest reduction (-45%) has been in Oppressive Behaviour when comparing the 12 month period ending March 2017 to the following 12 month period

- South TPA – reduced by 24
- West TPA – reduced by 12
- North TPA - reduced by 7

The decrease in Oppressive Behaviour may be captured in the increase of both Incivility and Unprofessional conduct, as there are similarities in some of the definitions.

The decrease may also be due to changes and/or improvements in training and a greater awareness of staff particularly around the use of force. The Constabulary has a use of force panel that convenes once a month, an area the panel looks at is organisational opportunities to learn.

Direction & Control

Direction & Control saw the largest percentage increase 58 (113.7%) in the current 12 month period when compared to the previous 12 months. Direction and Control complaints are from members of the public complaining about how the Constabulary is run rather than actions of individuals.

- North TPA – an increase of 20
- South TPA – an increase of 18
- West TPA – an increase of 18

Direction & Control refers to organisational decisions as opposed to a complaint against an individual. Complaints/failings are viewed as rich learning opportunities as it offers vital clues about organisational need to update policies and procedures where appropriate.

Organisational Decisions increased by 55 (289.47%). There have been no trends identified in relation to the increase or the decrease.

Allegation Result Description	12 Month Rolling to Mar 2017	12 Month Rolling to Mar 2018	Change
General policing standards	7	2	-5
Operational management decisions	33	11	-22
Operational policing policies	8	21	+13
Organisational decisions	19	74	+55
Grand Total	67	108	+41

Unprofessional Conduct

Unprofessional Conduct has increased in the current 12 month period by 38 (28.57%), with an increase seen in every TPA with the exception of HQ.

- South TPA – an increase of 24
- West TPA – an increase of 10
- North TPA – an increase of 2

Within this group, the only Allegation type which has decreased in the previous 12 months is Other Neglect or Failure in Duty, by 3 (3.13%). Lack of Fairness and Impartiality has demonstrated the largest increase, by 18 (94.74%).

South TPA showed the highest increase of 17 to 51, 28 of which were Other Neglect or Failure in duty. The majority of counter allegation reports against officers are recorded in this group.

Unprofessional conduct is far reaching in that it covers Lack of fairness and impartiality, Neglect of duty and improper disclosure of information. The People department have proactively engaged in a forcewide campaign to refresh and remind all of their employees about the Code of Ethics.

There was 1 Sexual Assault in the 12 month period, previously reported on in the Q3 report. The allegation being an adult male stated that following his arrest, he was strip-searched and he alleged that there was a sexual motive behind the strip search. CCTV footage showed no evidence to support this allegation. This complaint was Not Upheld and the investigation resulted that there was no case to answer in respect of misconduct.

In the quarter 4, the following PASS Newsletters and Best Practice guidance have been issued in respect of identified issues: -

LESSON LEARNED CATEGORY	DISSEMINATION By / To	BRIEF DESCRIPTION
January 2018		
Individual	PSD to Custody Insp	PC's, PCSO's & Health Care Nurse thanked for their professionalism ensuring immediate medical care to a patient.
Organisational	Need to Know ForceNet	Constabulary Driving School circulated a reminder to all staff of the definition of a "pursuit" and to provide guidance as they feel appropriate.
Custody	Need to Know ForceNet	Guidance on how entering a cell where the opposite sex is being strip-searched could be perceived.
Custody	Need to Know ForceNet	Advice circulated on the correct procedure when searching detainees including strip searches relating to juveniles.
Organisational	CI to local Police Safety Trainers	Local problem solving team to have a plan available to deal with any future similarly reported instances of youth disorder an area of Barrow-in-Furness
February 2018		
Organisational	Need to Know ForceNet	Data Protection Media Campaign & Need to Know circulation. Awareness around only accessing data for a policing purpose.
Communications Centre	CI Comms	Raising awareness of the way members of public interpret comments made during telephone contact i.e. may be perceived as inappropriate
Organisational	North Insp	Information added to Sleuth for information of officers who may deal with complainant in the future.
March 2018		
Organisational	Need to Know ForceNet	Data Protection Media Campaign & Need to Know circulation. Awareness around only accessing data for a policing purpose.

1.3 Repeat Officer Strategy

PSD are currently working more closely with area supervisors to provide an auditable trail of individual performance management where an officer hits the repeat officer threshold.

Officers who are subject of a public complaint will automatically trigger if they are subject of 3 complaint cases in a 12 month period. They will be allocated to the relevant investigating officer to ensure that trends and areas of concern in respect of performance are identified at the earliest opportunity. HR are consulted to incorporate any relevant information within the investigators review. The Complaints and Misconduct Manager & Anti-Corruption Unit also assess the officers person record and contribute any relevant information.

Details of the complaint and officer are then raised for discussion at the Professional Standards Tactical & Co-ordination Group. If further action is required, then a dissemination is forwarded to the officers line manager to facilitate a professional review. This early intervention approach will seek to maintain professional standards as well as address (or identify) any officer wellbeing issues, enhance performance, identify training needs and learning.

There were 6 entries under the Repeat Officer Strategy in the current Quarter 4. A decrease of 9 from the previous period, quarter 3. 1 officer has 2 entries as a repeat officer in the Quarter.

In the rolling 12 months, there were 43 Repeat Officer Strategy entries, 5 of these officers had one or more entry under the strategy in the 12 month period. This is stable, also at 5, on the previous 12 month period.

Seventeen (39.53%) of the identified officers are in South TPA, 15 (34.88%) in West, 7 (16.28%) in North & 4 (9.31%) in UOS.

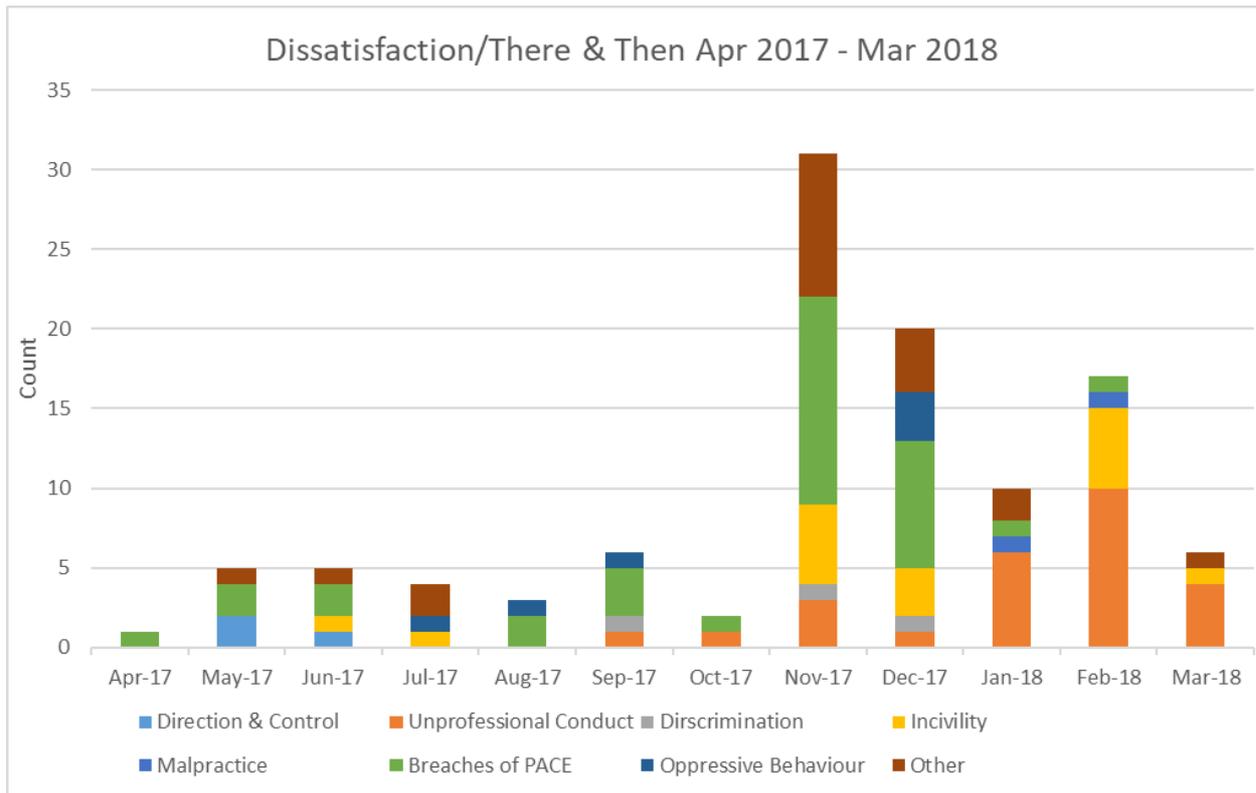
The Complaints and Misconduct Manager continues to liaise with the TPA Commanders highlighting opportunities for individual and force learning, development and bodycam use.

1.4 There & Then

Up until November 2017, complaints were dealt with as dissatisfaction reports. From November onwards, these are now recorded as There and Then reports. There and Then reports capture complaints that can be resolved at the time of raising ie. service recovery.

Once a complaint is received, it is assessed by the Duty Complaints Investigator. If the complaint can be dealt with and finalised 'There and Then' through the investigator acting as a facilitator, the complaint is recorded as a There & Then and a miscellaneous incident (MI) number is created. There and Then are dealt with by a trained and experienced Complaints Investigator, thus these matters are dealt with more consistently, trends identified and the TPA are dealing with less matters.

The previous Dissatisfaction cases were categorised using keywords. The There & Then cases are now categorised using 'Types', this is in line with how complaints are recorded. For the purpose of reporting and consistency, the previous Dissatisfaction categories have been converted in to the current There & Then categories, using the Group table (Appendix 1.0).



There were 110 dissatisfaction reports recorded in the current 12 months which is an increase of 51 when compared to the previous 12 month period. This is due to the transition from Dissatisfaction Reports to There & Then Reports. The main categories reported on in the lower level dissatisfaction reports over the 12 month are in Breaches of PACE and Incivility which combined form 54.55% of dissatisfaction reports in the period.

Early indications are that the public like the There and then process, very few matters in this category result in a complaint being recorded. The main areas of satisfaction being both the timeliness of the Police contact and speediness of resolving the matter.

1.5 Diversity

There have been 6 allegations of discriminatory behaviour by the police recorded during the current 12 month period which is a reduction of 1 compared to the previous 12 months. There was one mandatory referral to the IOPC, referrals are made when complaints meet the referral criteria i.e a Criminal offence or behaviour

liable to lead to misconduct proceedings and which in either case is aggravated by discriminatory behaviour

Allegations for Q4 January – March 2018:

February 2018 – A complaint was recorded that resulted in the following allegations:

Complaint of officers making the assumption that an incident was directly linked to the complainant’s mental health issues and that officers would not allow him to explain the situation.

Complainant rang 999 to express his suicidal feelings and intentions and was advised by the call handler his call was inappropriate. Officers located the complainant and advised he was wasting police time.

No early learning has been identified and the complaint investigation remains live.

1.6 Performance

Allegations finalised in the period regardless of when the allegations were recorded.

Allegation Result Description	12 Month Rolling to Mar 2017	12 Month Rolling to Mar 2018	Change
De Recorded	10	8	-2
Disapplication - by Force	44	7	-37
Local Resolution - by TPA	111	264	+153
Local Resolution - by PSD	42	22	-20
Not Upheld - by IPCC	0	1	+1
Not Upheld - by PSD	143	136	-7
SR Case to answer	0	0	0
SR No case to answer	2	3	+1
Upheld - by PSD	30	11	-19
Withdrawn - by Force	8	7	-1
Withdrawn - by IPCC	3	0	-3
Grand Total	393	459	66

The above table has highlighted an increase in Local resolution. A local resolution is a a complaint whereby if proven it would not result in criminal or misconduct proceedings. All complaints are assessed by the Complaints and Misconduct manager. No trends have been identified within the increase of Local resolutions other than there has been a change in the postholder.

The IPCC in the most recent report (end of Q3, Oct 2017 to Dec 2017) assess Cumbria’s performance for average number of days to finalise Local Resolution and Investigations:

- Average number of days to locally resolve allegations – Cumbria 43, MSF average 70 and National average 71. Cumbria has increased by 7 days, MSF by 12 and national figures have increased by 6 when comparing the same period the previous year.

- Average number of days to finalise cases – Cumbria 160, MSF average 159 and National average 173. Cumbria has increased compared to the same period last year which had 139 days.
- Average number of allegations per 1000 employees cases – Cumbria 152, MSF average 231 and National average 206. Same Quarter last year Cumbria was at 133.

In the current 12 month period, 331 allegations were finalised compared to 368 in the previous period.

The greatest increase (by 167, 133.6%) was Local Resolutions by Division. Disapplication by Force has the greatest decrease by 40 (-83.33%) when comparing the latest 12 month period to last. Local Resolution by PSD has reduced by 23 to 31 (-42.59%).

1.7 Force and IPCC Appeals

Result	Force Appeals 12 months rolling to Mar 2017	Force Appeals 12 months rolling to Mar 2018	IPCC Appeals 12 months rolling to Mar 2017	IPCC Appeals 12 months rolling to Mar 2018
Upheld/Partially	5	6	6	13
Not Upheld	17	15	15	19
Withdrawn	0	1	0	0
Not Valid	0	1	1	3
Live	0	7	0	3
Total	22	30	24	38

The above data highlights that the number of IPCC appeals have increased by 58.33% (14) and the number of force appeals has increased by 36.36% (8). The percentage of Upheld IPCC appeals has increased in this reporting period by 116.66% (7) compared to the previous 12 months.

APPENDIX

1.0

Group	Allegation Ref	Allegation Title
Breaches of PACE	K	Breach of Code A PACE on stop and search
	L	Breach of Code B PACE on searching of premises and seizure of property
	M	Breach of Code C PACE on detention, treatment and questioning
	N	Breach of Code D PACE on identification procedures
	P	Breach of Code E PACE on tape recording
	R	Multiple or unspecified breaches of PACE which cannot be allocated to a specific code
Direction & Control	01	Operational policing policies
	02	Organisational decisions
	03	General policing standards
	04	Operational management decisions
Discrimination	F	Discriminatory behaviour
Incivility	U	Incivility, impoliteness and intolerance
Malpractice	G	Irregularity in relation to evidence/perjury
	H	Corrupt Practice
	J	Mishandling of Property
Oppressive Behaviour	A	Serious Non-Sexual Assault
	B	Sexual Assault
	C	Other Assault
	D	Oppressive conduct or harassment
	E	Unlawful/unnecessary arrest or detention
	Y	Other Sexual Conduct
Other W	W	Other
Unprofessional Conduct	Q	Lack of fairness and impartiality
	S	Other Neglect or Failure in duty
	T	Other Irregularity in Procedure
	V	Traffic Irregularity
	X	Improper disclosure of information

Ethics and Integrity Panel



Title: OPCC Complaints

Date: April 2018

Agenda Item No: 10a

Originating Officer: Joanne Head

CC:

Executive Summary:

In accordance with the Police Reform and Social Responsibility Act 2011 the Police and Crime Commissioner has a responsibility in relation to conduct and complaints. The Commissioner is the appropriate authority for complaints and conduct matters relating to the Chief Constable only. The Chief Constable is the appropriate authority for any complaints regarding police officers (below the rank of Chief Constable) or police staff conduct whilst carrying out their work/duties under the Direction and Control of the Chief Constable.

Recommendation:

That, the Panel notes the current position in relation the number of complaints and quality of service issues received by the Office of the Police & Crime Commissioner.

1. Introduction & Background

- 1.1 The Office of the Police & Crime Commissioner (OPCC) receives a number of telephone calls and emails from members of the public who wish to make complaints about police officers and/or police staff under the rank of Chief Constable. As this is a matter for the Chief Constable to deal with a process has been developed with the Constabulary to forward such complaints onto the Constabulary's Professional Standards Department, advising the complainant accordingly.
- 1.2 Some issues which are brought to the attention of the OPCC do not constitute a complaint but are regarding quality of service issues. Again a system has been developed with the Constabulary to pass on the issues to the Chief Constable's Secretariat. The issues are then raised at a local level with the OPCC being kept updated as to progress and advised of either a final solution which has been agreed or a final response which the Commissioner will then send to the author.
- 1.3 Regular contact between OPCC staff and the Constabulary staff officers takes place to ensure that the matters are progressed in a timely manner and that an author is updated of progress or the final result as soon as possible.

2. Issues for Consideration

Complaints received by the OPCC

- 2.1 Detailed below is a table which illustrates the number of complaints which have been received by the OPCC up to 30 April 2018. In brackets are the number of those complaints which were passed to Cumbria Constabulary to deal with, these were all regarding police officers below the rank of Chief Constable, the Police and Crime Commissioner has no statutory responsibility to deal with such matters. As can be seen from the figures detailed below a large proportion of the complaints received by the OPCC, the Commissioner is unable to deal with.

2014	2015	2016	2017	2018
13 (8)	2 (2)	22 (22)	5 (5)	5 (5)

- 2.2 The reduction in the number of complaints received by the OPCC indicates that the public are more aware of the Police and Crime Commissioner, the roles and responsibilities he has and the procedures to be followed regarding making complaints about police officers and staff or the Constabulary.

Commissioner Complaints

- 2.3 Complaints made regarding the Police and Crime Commissioner are dealt with by the Police and Crime Panel (PCP). This Panel has statutory responsibility for holding the Commissioner to account for the work that he carries out and they are therefore the logical body to deal with any complaints.
- 2.4 Chapter 4, Section 30 of the Police Reform and Social Responsibility Act 2011 details the circumstances in which a Police and Crime Commissioner could be suspended this being that the Commissioner has been charged with an offence which carries a maximum term of imprisonment exceeding two years. The Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012 details the role of the PCP.
- 2.5 Any complaint regarding the Commissioner is sent to Cumbria County Council's Monitoring Officer to assess and consider its severity. If it does not meet the above criteria an agreed protocol is in place whereby the Monitoring Officer will correspond with the Commissioner to ascertain the circumstances surrounding the complaint and provide the complainant with an explanation. If the complainant is satisfied with the explanation such a complaint would be finalised as an informal resolution.
- 2.6 If the complaint cannot be dealt with by informal resolution the PCP will then consider the complaint and may decide to establish a subcommittee to consider the findings of the initial investigation of the Monitoring Officer and consider whether to undertake a more detailed investigation.

- 2.7 The Panel will be aware that Police and Crime Commissioner elections were held on 5 May 2016. Following the election the Commissioner, Mr Peter McCall, was elected. Detailed in the table below is the number of complaints received regarding the previous Commissioner, Mr Richard Rhodes, (RR) and the current Commissioner, Mr Peter McCall (PM). The table illustrates by what method they were dealt with.

YEAR	N° of Complaints Received	Complaint not about the PCC	Dealt with by informal resolution	Police & Crime Panel investigation
2016 RR	2	0	2	0
PM	0	0	0	0
2017	2	0	2	0
2018	2	0		

- 2.8 The majority of the complaints received relate to the way in which the Commissioner has carried out his duties or work he has undertaken rather than his personal conduct. The two complaints against the current Commissioner were only received in early April 2018 and therefore remain outstanding. These are currently being considered by the Police and Crime Panel.

2.9 Chief Constable Complaints

The Commissioner is the appropriate authority for complaints and conduct matters relating to the Chief Constable. Members of the public may write to complain about the Chief Constable when in fact they are unhappy about the way in which policing is provided or regarding a policy or procedure rather than his personal conduct.

- 2.10 The table below illustrates the number of complaints which were received from 1 January 2016 to 30 April 2018. There are two complaints outstanding.

YEAR	N° of Complaints Received	Recorded	Not Recorded	Dealt with by informal / local resolution	Investigation	IPCC Appeal
2016	4	4	0	1	1	3
2017	4	2	2	2	0	1
2018	3	3	0	2	0	2

- 2.11 A complainant has the right of appeal to the IPCC if they feel that a complaint should be recorded or is unhappy with the outcome of the resolution process or investigation.

2.12 OPCC Staff Complaints

No complaints have been received regarding any member of OPCC staff during the reporting period.

3. Implications

- 3.1 Financial - there are no additional financial costs associated with dealing with these complaints, quality of service issues.
- 3.2 Legal – none identified.
- 3.3 Risk - None identified, beyond that to the OPCC's reputation if it does not deal with the issues raised appropriately and proportionately according to the merits of the individual case.
- 3.4 HR / Equality - none specifically identified.

Ethics and Integrity Panel



Title: OPCC Quality of Service & Policing Issues

Date: April 2018

Agenda Item No: 10b

Originating Officer: Joanne Head

1. Introduction & Background

- 1.1 The Office of the Police & Crime Commissioner (OPCC) receives a number of telephone calls and emails from members of the public who wish to raise issues or dissatisfaction about some element of the policing service they have experienced. These are regarded as quality of service and policing issues.
- 1.2 Our service standard is that:
 - An acknowledgement will be sent out on the day of receipt of the correspondence advising them that they will receive a full response from the OPCC within 28 days. Should the matter take longer to conclude updates will be provided on a 28 days basis until the matter is finalised.
 - Where possible a response will be provided at the earliest opportunity and is often well before 28 days.
- 1.3 A system has been developed within the OPCC to acknowledge, log and monitor the resolution of the issues raised. Once a QSPI is logged within the OPCC it is then allocated appropriately. Predominantly the majority of issues are passed through to the Chief Constable's Office who then allocate it to the appropriate Territorial Policing Area (TPA) or department to deal with. Regular contact between OPCC staff and the Chief Constable's Office takes place to ensure that matters are progressed in a timely manner. The staff officers have access to the same information and QSPI spreadsheet as the OPCC and will update it accordingly.
- 1.4 Where an urgent matter is received then the OPCC will directly contact the Chief Constable's office to ensure that the matter is progressed immediately.
- 1.5 Since its inception the number of QSPI's received and dealt with by the OPCC has increased as can be seen from the figures below:
 - 2013 - 98
 - 2014 - 198
 - 2015 - 167
 - 2016 - 235

- 2017 - 270
- 2018 - 77 (up to 30 April 2018)

- 1.6 On occasions the OPCC receives correspondence from groups or organisations who raise an issue regarding a particular matter. In 2018 we received 5 letters all relating to Wildlife Crime and the recording of it by police forces within England and Wales. Although this matter is classed as one matter within the appendices every email and letter received an individual response.
- 1.7 As can be seen from the appendices the issues raised by members of the public are very broad ranging but it is primarily the Constabulary who provide the response either at a personal level or provide the information to the OPCC to write to the individual. Of the 147 QSPI's processed from 1 November 2017 to 1 April 2018 the OPCC itself provided the response to 40 (27%) with the Constabulary either via direct contact or providing information for the OPCC to respond with provided information for 107 (73%).

2. Making A Difference

- 2.1 In each instance the OPCC helps to facilitate the individual to be provided with a response or explanation to the issues that they have raised. On many occasions the matter is dealt with at a local level, with police officers and staff making contact or visiting the individual. This then enables the Constabulary to find out more about the issue and look to implement a suitable solution or resolution for not only them but on occasions the wider community.
- 2.2 Where matters are passed to the Constabulary the OPCC is advised of progress and of either a final solution which has been agreed with the individual or information/advice relating to their issues.
- 2.3 Every QSPI will receive a tailored response from the OPCC in answer to the issues that they have raised.
- 2.4 Members of the public also contact the OPCC for advice and clarification on a variety of topics and issues. Again these will all receive a response either providing the information sought or signposting the individual to the correct organisation who can assist them.
- 2.5 The OPCC has received a number of letters of thanks for the help and support they have provided. On some occasions the author has acknowledged that they did not get the final outcome they had hoped for but thanked the OPCC for the work they have carried out to assist them in being provided with the correct information.

3. Organisational Learning

- 3.1 On a six monthly basis the OPCC will analyse the information it has received via the QSPI process. This enables us to look at any trends or patterns regarding issues which are concerning the public, see how the OPCC has facilitated an outcome or service recovery for the Constabulary and whether there is any organisational learning.

- 3.2 Detailed below illustrates the amount of shared learning between the OPCC, the Constabulary and the Professional Standards Department relating to the total number of QSPI's dealt with from 1 November 2017 up to 30 April 2018:

90% shared learning with TPA's
 8% shared learning with PSD
 2% shared learning with HR

In 100% of the QSPI's received the OPCC provided advice or information; or was the conduit through which the Constabulary contacted and resolved the issue with the individual.

- 3.3 As can be seen from Appendix 1 the nature of the top five issues raised within 2017 and 2018 are:

Issues Raised	2017	2018
Police Resources / Police Service	38 + 50	52
101	21 + 3	4
Anti-Social Behaviour	18 + 2	5
Car Parking / Driving Issues	34 + 11	9
Fraud	6	

- 3.4 Where an issue is repeatedly being reported or raised by members of the public the commissioner will be advised and he may seek to look into the cause of these issues himself.

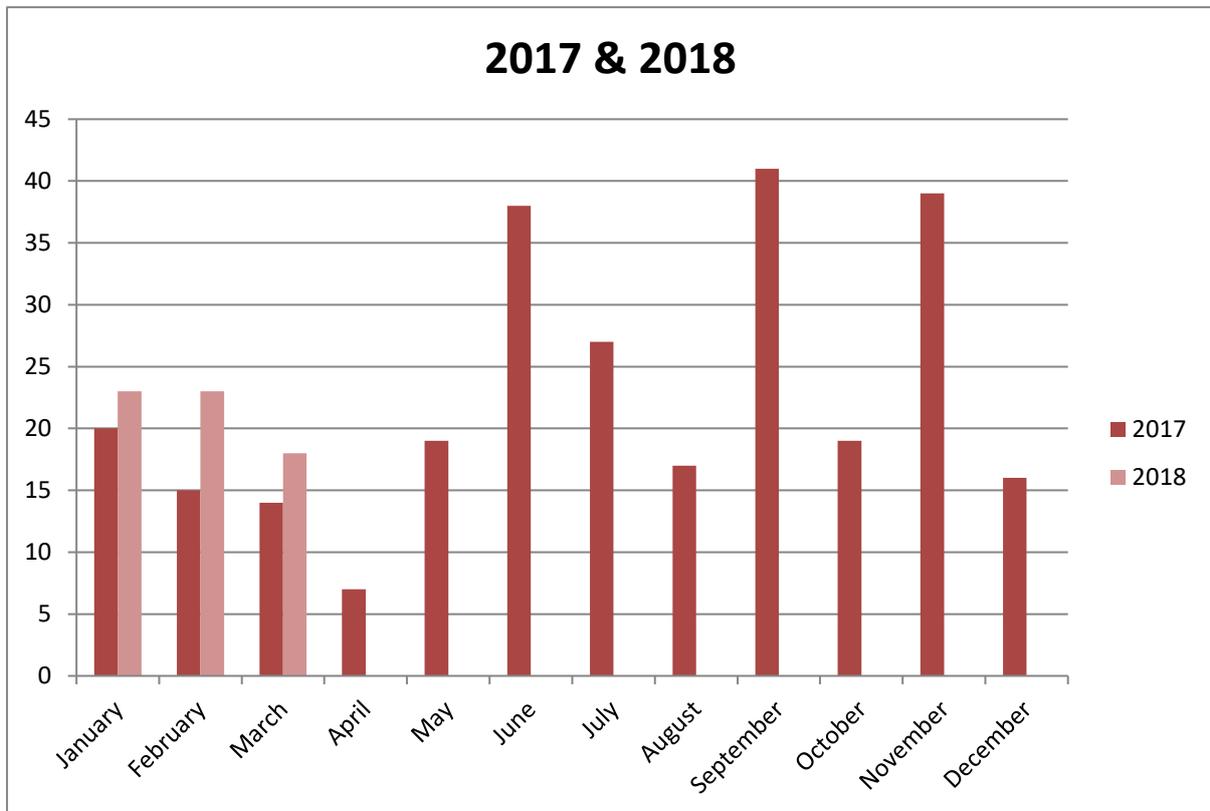
4. Implications

- 4.1 Financial - there are no additional financial costs associated with dealing with these complaints, quality of service issues.
- 4.2 Legal – none identified.
- 4.3 Risk - None identified, beyond that to the OPCC's reputation if it does not deal with the issues raised appropriately and proportionately according to the merits of the individual case.
- 4.4 HR / Equality - none specifically identified.

5. Supplementary information

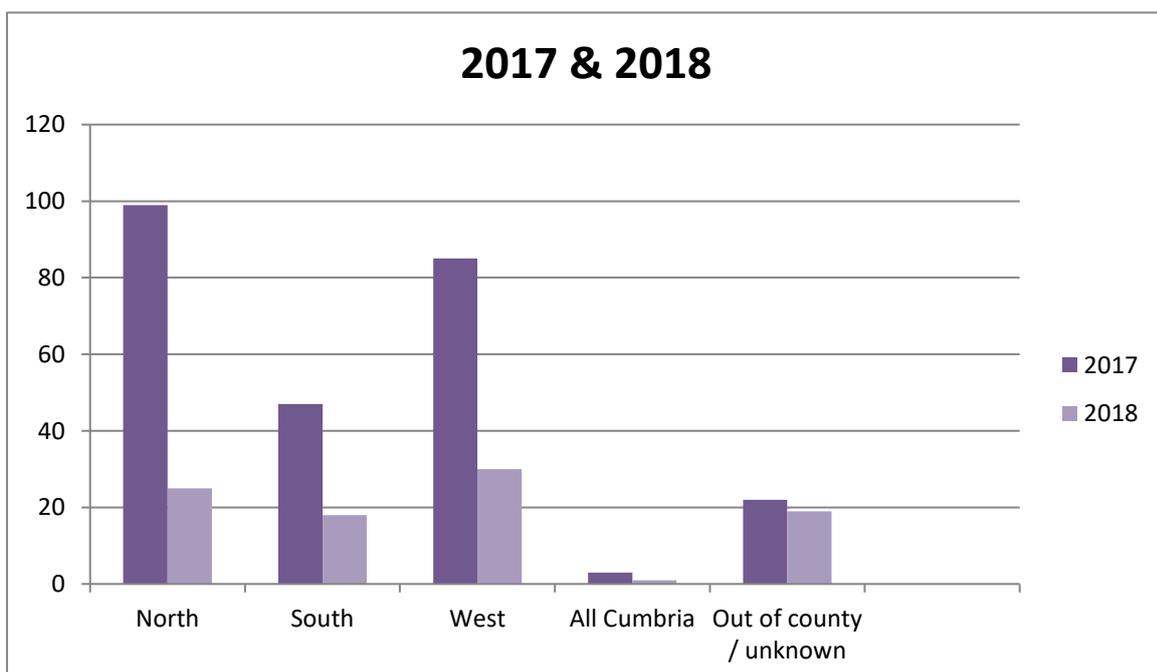
Appendix 1 – Quality of Service issues received by the OPCC

QSPI'S PER MONTH

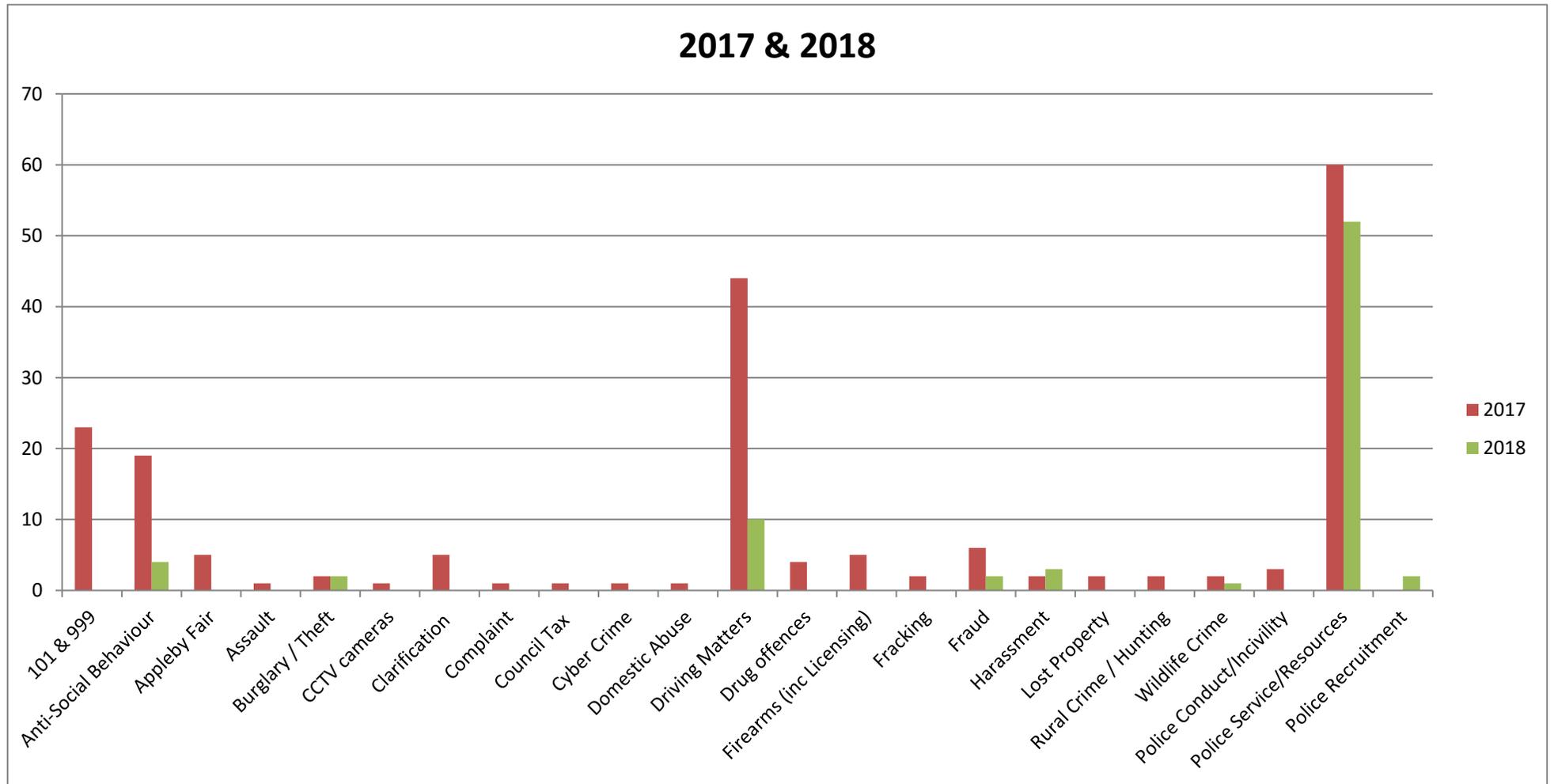


It can be seen from the above chart that in June, July and September 2017 there was an increase in the number of QSPI's received. This can be attributed to the Commissioner holding surgeries throughout the county and members of the public attending to raise issues and concerns.

QSPI's per Area



QSPI Categories



The above figures are for the period 1 January to 31 December 2017 AND 1 January to 30 April 2018