

Issue	Current Position	Required Action
2.1	<p align="center"><u>COMMAND AND CONTROL</u></p> <p>Planning for complex operations – Armed robbers shot dead by police</p>	
2.2	<p>Preparing for a UKBA enforcement visit. Escaping detention</p>	
<p>i</p> <p>Need to ensure individual senior roles are performed by different individual officers to avoid conflict of interests</p>	<p>The Constabulary has a cadre of Officers who perform the roles of Silver/Gold commanders with ongoing training and development.</p>	<p>No further action required</p>
<p>ii</p> <p>The Silver Firearms Commander role should not be undertaken by the Senior Investigating Officer in complex or serious operations where firearms officers are deployed</p>	<p>Firearms Commanders and SIO roles are distinct role in Cambridgeshire..</p>	<p>No further action is required</p>
<p>iii</p> <p>Note of useful practice: Visual/audio recordings</p>	<p>Briefing of Firearms Officers is audio recorded.</p>	<p>Consideration for visual recording to be considered by the Constabulary.</p>
<p>i</p> <p>Need to ensure that visit-specific risk assessments are completed prior to enforcement visits</p>	<p>Site/visit specific risk assessments are conducted by our own officers. This is part of the UKBA visit enforcement process. This process includes checks of police intelligence systems as well as UKBA systems.</p>	<p>No further action is required</p>
<p>ii</p> <p>Officers participating in visits should be reminded at comprehensive briefings of their own and UKBA staff's powers</p>	<p>UKBA are updating their OIC with NPJA delivered training so that this is built in to operational briefings.</p>	<p>No further action is required</p>

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iii	Need for established procedure for officers participating in visits, and UKBA staff, to ensure that the operational order and specific roles are established	This is routine business as usual for all UKBA operations.	No further action required
iv	Need to ensure that seconded Officer's contracts sufficiently detail compliance requirements with UKBA staff	The Head of all seconded Officers in UKBA has resolved this issue.	No further action required
v	Door keys should be removed from individuals when entering/visiting properties controlled by offenders under arres	<p>This good practice has been flagged up to Officer Safety Training Unit (OSTU).</p> <p>NB. UKBA have established a working group, meeting quarterly, involving their best practice unit, detention service, police command team and UKBA professional standards dept and they review any lessons learned flagged up by IPCC.</p>	No further action required

2.3	Taking command of spontaneous incidents - Taking command		
i	Need to ensure that Force Policy stipulates the requirement for Silver Command to remain with the duty Inspector until replacement Silver is in a position to assume command	This is dealt with in firearms policy and procedure and is part of the silver training programme. Documentation of process is time/dated in the silver policy logs completed at time of incident.	No further action required
ii	Need to ensure that that there are sufficient trained Bronze Commanders	Through the firearms steering group the availability of Bronze Commanders is monitored it is also highlighted when the training bid is developed and revisited over each financial year.	Continued monitoring of availability of Bronze Commanders

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iii	Need for firearms incident management training for Inspectors performing Control Room duties	Currently organised through TFU. Newly identified Oscar 1's receive this training as part of their FCR Induction	Ensure training dates are identified well in advance of newly assigned Inspectors arriving.
2.4	<p>Attempted suicide by cop</p> <p>i Need to ensure that Bronze Commander focuses on implementing tactics and the managing of other Authorised Firearms Officers (AFOs)</p> <p>ii Need to formalise any on-call system for second negotiators</p>	<p>Standard Operation Procedures (SOP) for firearms is revisited annually as part of the firearms training licence requirements as issued by the NPIA.</p> <p>All policies / procedures are reviewed annually, to ensure fit for purpose as per NPIA Licence.</p>	<p>The times when we fall below the desired minimum should be recorded and monitored to ensure a pattern is not developing.</p> <p>No further action required</p>
2.5	<p>Using command and control systems - Investigating a high-risk missing person</p> <p>i Need to log concern for someone whose whereabouts are unknown as a missing person immediately on Force missing persons database</p> <p>ii Need to ensure handovers are sufficiently detailed</p> <p>iii Need to ensure that all duty Inspectors update Force missing persons database</p>	<p>Once a Missing From Home (MFH) incident is identified, a Command and Control 3 (CC3) report is raised, the duty Sgt is notified immediately. Division is then responsible for raising the Missing From Home (MFH) Report on the MFH database. All MFH and Absconders transfer immediately to the Supervisors Incident queue for action.</p> <p>Information only</p> <p>There is a requirement for Duty Managers to review ongoing MFH cases every 24 hours. This frequency is scaled down for longer term investigations. Other reviews are then initiated. Policy does not require the Duty manager to actually update the database.</p>	<p>The transfer mentioned has always been the case for MFH's but has only recently been introduced for Absconders as part of a Learning Outcome (LO) from a recent incident within the Constabulary</p> <p>MFH has been added to the Divisional Training Days so that these issues can be dealt with. Likewise it will ensure that the message will be re-enforced around this issue</p> <p>No further action required</p>

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iv	Need to ensure that if both the Command and Control system and Force missing persons database are used that there is an electronic interface between the two systems	This does not currently happen with the current Lotus Notes MFH database used in Camsb.	A business case has been submitted to purchase a new Missing Persons database, which if sanctioned will facilitate an interface between Storm C&C and COMPACT (the name of the new system)
2.6	<p>Finding a girl killed by a train</p> <p>i Need for search techniques to take into account the effects of a 'glancing blow' from a train</p> <p>ii Need for officers to be fully aware and understand the importance of 'hasty searches'</p> <p>iii Need to identify and eliminate and deficiencies in Command and Control system for missing persons searches</p> <p>iv The need to adopt a better liaison system between Force and BTP</p> <p>v The need to make use of ASU expertise in searching</p>	<p>All searches comply with the NSC guidelines</p> <p>As above</p> <p>Noted</p> <p>There are good established links between BTP and the Constabulary</p> <p>If the circumstances fit and, dependant on availability the ASU are always considered for the purpose of searching wider areas.</p>	<p>Learning passed to Force head PoLSA for information.</p> <p>As above</p> <p>To be reviewed by the FCR Compliance Sgt.</p> <p>No further action required</p> <p>Local ASU is deployed at earliest opportunity to this type of incident.</p>
2.7	<p>Recognising risk – Searching for a vulnerable man</p> <p>i Ensure system allows for coding calls as - 'missing person' as well as 'concern for safety' with each having a drop down risk assessment box</p>	CC3 allows for this. Depending on the situation, the call taker has the choice to identify the incident as an MFH, Concern for Safety or Absconder. Each has a SOP	Dip sample of incidents to monitor for compliance with regards to use of the SOP

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	<p>ii Need to have on-going refresher training for call handlers that stresses the importance of questioning, listening and documenting information</p> <p>iii Need to ensure that all officers have a full understanding of Missing Person policy</p> <p>iv Need to ensure effective method to communicate information about missing persons during handovers</p> <p>v Need to have separate logs for separate calls and to link them if appropriate</p>	<p>Current coaching within the control room environment addresses this issue. Recent changes within the FCR regarding documenting the reasons for actions has seen a increase of justification on CC3 reports.</p> <p>Officers are given both classroom and practical training as part of their IPLDP on missing persons.</p> <p>Duty managers will 'hand over' all notable missing person cases at the beginning/end of a shift. This process is further facilitated by a ' Lotus notes' Inspector 'hand over' database. This process is further underpinned by the Daily management meeting process. (NIM). There is an expectation that High risk or urgent matters will in addition receive a verbal briefing</p> <p>CC3 allows for this and it happens routinely</p>	<p>Monitoring of the recent changes to ensure compliance.</p> <p>No further action required</p> <p>No further action required</p> <p>No further action required</p>
<p>2.8</p>	<p>Failure to check warning markers</p> <p>i Need to ensure that all measures are undertaken to check and act upon PNC and other data</p> <p>ii Need to have contingencies laid out for busy times when limited numbers are available to respond to incidents</p>	<p>PNC is checked as a matter of course.</p> <p>A Resource Availability Flow Chart has recently been put into place to assist the dispatchers to consider all options with regards to deploying resources. Use of this flow chart is annotated on the CC3 report</p>	<p>No further action required</p> <p>Routine dip sampling to ensure compliance</p>

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iii	Need to ensure Control Room is updated with details of officers availability	Current practice is reliant upon the Officer self updating or Dispatchers being aware that an officer has not updated the control room with their status.	Steria has been approached to investigate a change to CC3 that will cause a reminder box to “pop up” in front of a Dispatcher if an Officer has not updated their status within 2 hours. Once the box pops it will continue to pop every 30 minutes until the status has changed. Awaiting reply.
2.9	<p>Handling reports of missing persons</p> <p>i Need for a single electronic solution to record all enquiries and facts for the missing person enquiry</p> <p>ii The operator handling the initial call to be prompted on the missing person form to record a risk assessment</p> <p>iii Need to adopt a policy that ensures risk assessments go beyond a box ticking exercise and contain a full rationale of the decision</p> <p>iv Need to collect relevant evidence such as recorded messages even if the risk status at the time does not demand it</p>	<p>Since 2003 Cambridgeshire have used the ‘Lotus notes’ electronic database for the recording and management of Missing Persons cases.</p> <p>Risk Assessment is done by the responding Divisional Officer.</p> <p>There is a requirement for the officer completing the report to refer to the decision making guide on the system. When completing a risk assessment the Officers rational will be supported by text on the database to support that decision making process.</p> <p>The database prompts the investigator to consider any preparations that have been made for absence. This would include evidence of answerphone messages. (other similar prompts are also used). All officers investigating missing Persons are trained to at least Professional Investigation Programme (PIP) level 1. This fulfils basic competencies relating to searching and evidence gathering.</p>	<p>We are currently in the process of upgrading this system with the COMPACT system supported by a Steria Command and Control interface. This is subject of senior management approval.</p> <p>No further action required</p> <p>No further action required</p> <p>It is possible to update the database to include a further specific question regarding answer-phone messages. This could be added on to the section that raises other forensic type issues.</p>

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v	Need to ensure Missing Persons policy is in line with national guidelines	Cambridgeshire Police have adopted the 'Centrex' – National Guidance for investigating Missing Persons as policy/procedure	National Policing Improvement Agency (NPIA) are soon to release an updated National Guidelines. It is anticipated Cambs Police will adopt this new document.
vi	Need to ensure front line officers and supervisors receive or have had training on missing persons	To be included as part of divisional training days.	No further action required
2.10	<p>Ownership of incidents – Allocating tasks</p> <p>i Need to ensure there is a clear transfer of ownership of incidents</p> <p>ii Need for Airwave radio to be used to transfer ownership of incidents and to ensure Control Room is copied in to endorse ownership in the incident log</p> <p>iii Need to refer to Control Room inspectors when downgrading messages</p>	<p>Ownership remains with the Force Control Room (FCR) until the responding resource arrives on scene. Where a resource is not deployed but the incident requires action, the ownership remains with the current terminal until accepted at the terminal it is being transferred to.</p> <p>This is current practice but FCR retains ownership until arrival of resource. CC3 will show the job as allocated.</p> <p>All downgrading of A, Pledge or B grades can only be done by Supervisor. Only Oscar 1 can down grade or close Domestic. Only Supervisors can close A, Pledge, or B grades</p>	<p>No further action required</p> <p>A fix to CC3 will ensure that if, after allocating or dispatching a job, the dispatcher will get a reminder if the responding Officer does not update themselves at scene. This will happen every 10 minutes for A grades, 30 Minutes for Pledge and 60 Minutes for B grades or Dispatched C grades. Awaiting agreement for funding.</p> <p>No further action required</p>
2.11	<p>Pinpointing the place</p> <p>i Need to have one Dispatcher per channel for weekend shifts</p>	This is current practice	No further action required

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<p>ii</p>	<p>Need for thorough training for anyone assisting the incident handling team and for refresher training for incident handlers with an annual plan in which training needs are highlighted and tailored to the needs of each role</p>	<p>Training days take place every 10 weeks. Each Team has a dedicated Coach that identifies development areas via call/radio monitoring and incident reviews. Where necessary, development plans are put in place and actions plans raised</p>	<p>No further action required</p>
<p>iii</p>	<p>Need to strengthen leadership of front line supervisors with access to relevant support and training</p>	<p>Supervisors training programme developed in Force, with Officers undertaking two weeks training as well as having to complete CLDP course.</p>	<p>No further action required</p>
<p>iv</p>	<p>Need to monitor quality of calls</p>	<p>Training days take place every 10 weeks. Each Team has a dedicated Coach that identifies development areas via call/radio monitoring and incident reviews. Where necessary, development plans are put in place and actions plans raised.</p>	<p>No further action required</p>
<p>2.12</p>	<p>Working with other Forces – Asking for help from others Forces</p>		
<p>i</p>	<p>Need to ensure that all short code dialling systems and contact lists are kept up to date with the latest information</p>	<p>Noted</p>	<p>Currently being reviewed by FCR Compliance Sgt</p>
<p>ii</p>	<p>Need to review how Force communicates with other forces</p>	<p>Noted</p>	<p>Currently being reviewed by FCR Compliance Sgt</p>
<p>iii</p>	<p>Need to replace reliance on fax with more reliable methods</p>	<p>Email is now the preferred method. All forces are aware of Cambridgeshire’s email address</p>	<p>No further action</p>

<p>2.13</p>	<p>Resourcing the response – Knowing when action not taken</p>		
	<p>i Need to ensure officers regularly update the command centre and incident log with progress on jobs</p>	<p>Current practice is reliant on the dispatcher remaining aware of the Officer’s status and to manually challenge for updates</p>	<p>A fix to CC3 will ensure that if, a resource remains in the same state for more that 90 minutes, an alert will be sent to the dispatcher to challenge the Officer. This will “catch” any officer who fails to update the FCR with the progress of the job. Awaiting agreement for funding.</p>
	<p>ii Need to ensure that systems and terms used, such as ‘assigned’ and ‘deployed’ for example enable supervisors to see clearly where there have been significant periods of inactivity on cases</p>	<p>Current process does not allow for this</p>	<p>As above</p>