

CPRL Annual Conference -
'Learning from success, near miss and failure'



Balancing accountability with maximising learning

9 October 2019

Overview - history of the IOPC

1981

Brixton
riots

1993

The death of
Stephen Lawrence

2000

Liberty paper published -
*'An Independent Police
Complaints Commission'*

2004

IPCC becomes
operational
(replaces the PCA)



1985

Police Complaints
Authority(PCA)
established

1999

The Macpherson
report published

2002

The Police
Reform Act 2002

2018

Transition to the
IOPC and legislative
/ governance change

The case for change



The origins of the police complaints system are based on a military-style arrangement - designed to ensure discipline among officers, rather than deal with public complaints.



This means the system historically has been focused on identifying and punishing misconduct by police officers.



There is also a consensus that the current system is complex, bureaucratic and slow.

The case for change



Source: Police Oracle

Our priorities

To work with others to improve the police complaints system

We will work to improve all parts of the complaints system - both our own work and that carried out by others, so that it consistently delivers impartial, fair and evidence-based outcomes in a timely way.

To improve policing by identifying and sharing learning from our work

We will focus our work on areas of concern to both the public and police and work with partners to share our learning to improve policing and protect the public from harm.

To improve confidence in police accountability

We will engage with a range of stakeholders and communities, focusing on those with the least confidence in policing, so they understand their right to complain and expect fair and just treatment in response to complaints and serious incidents.

To be an efficient and effective organisation

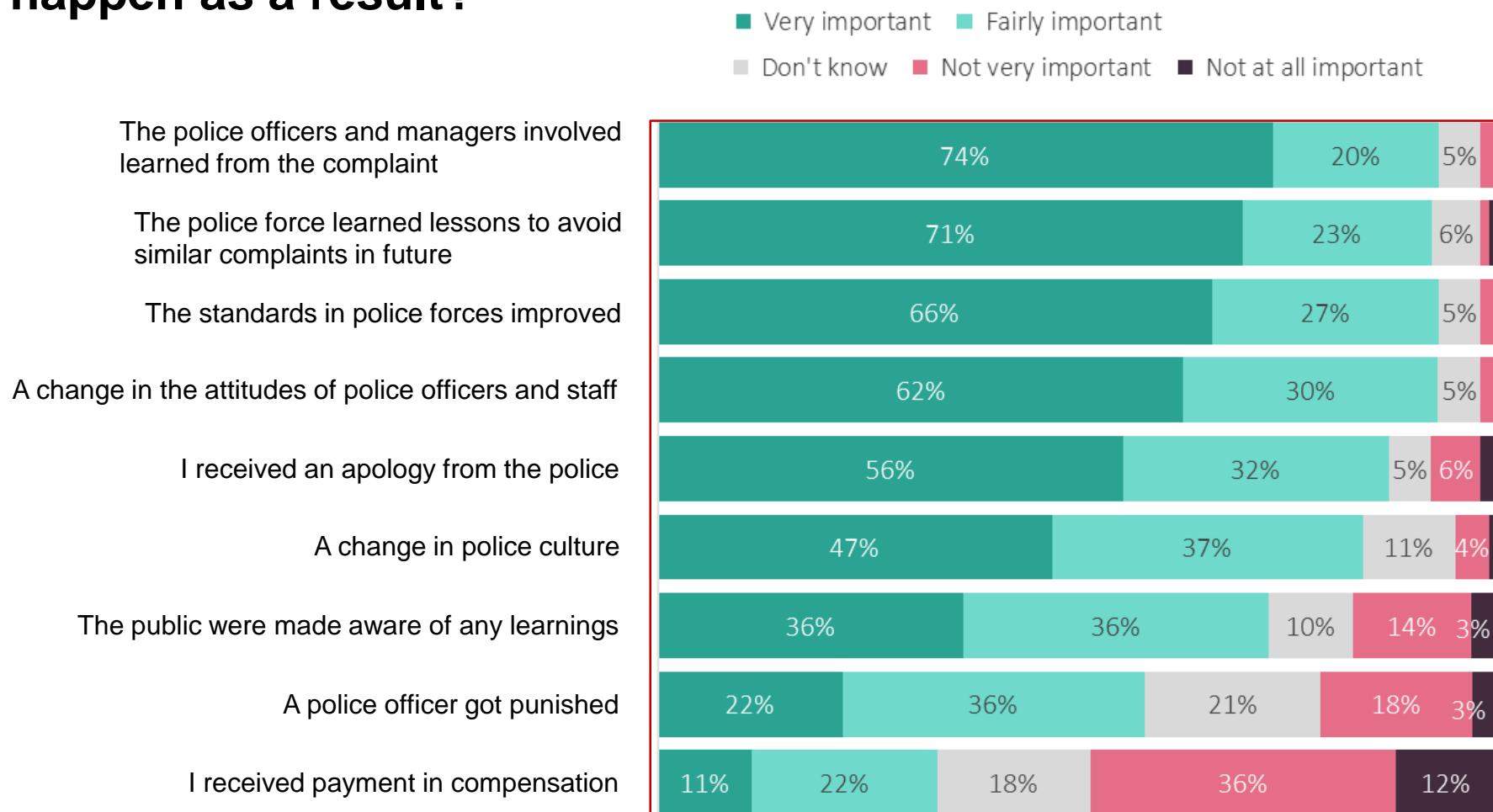
We will attract and retain a highly skilled diverse workforce and provide them with a good working environment while continually improving to provide value for money.

Why learning and improvement is a priority

- The current police complaints system is too focused on **blame** and **individual conduct**.
- This is a problem, because it can mean that wider issues are missed, or that action is only taken **after things have gone wrong**.
- We will **always** hold individuals to account for their conduct, but we should also do more to **improve policing** and **prevent future problems** from happening in the first place.
- We can do this by **identifying and sharing learning** from our work and working with others to make sure that we improve the police service for everyone and **protect the public from harm**.

Desired outcomes from complainants

If you made a complaint about the police, how important or unimportant would it be to you for each of the following to happen as a result?



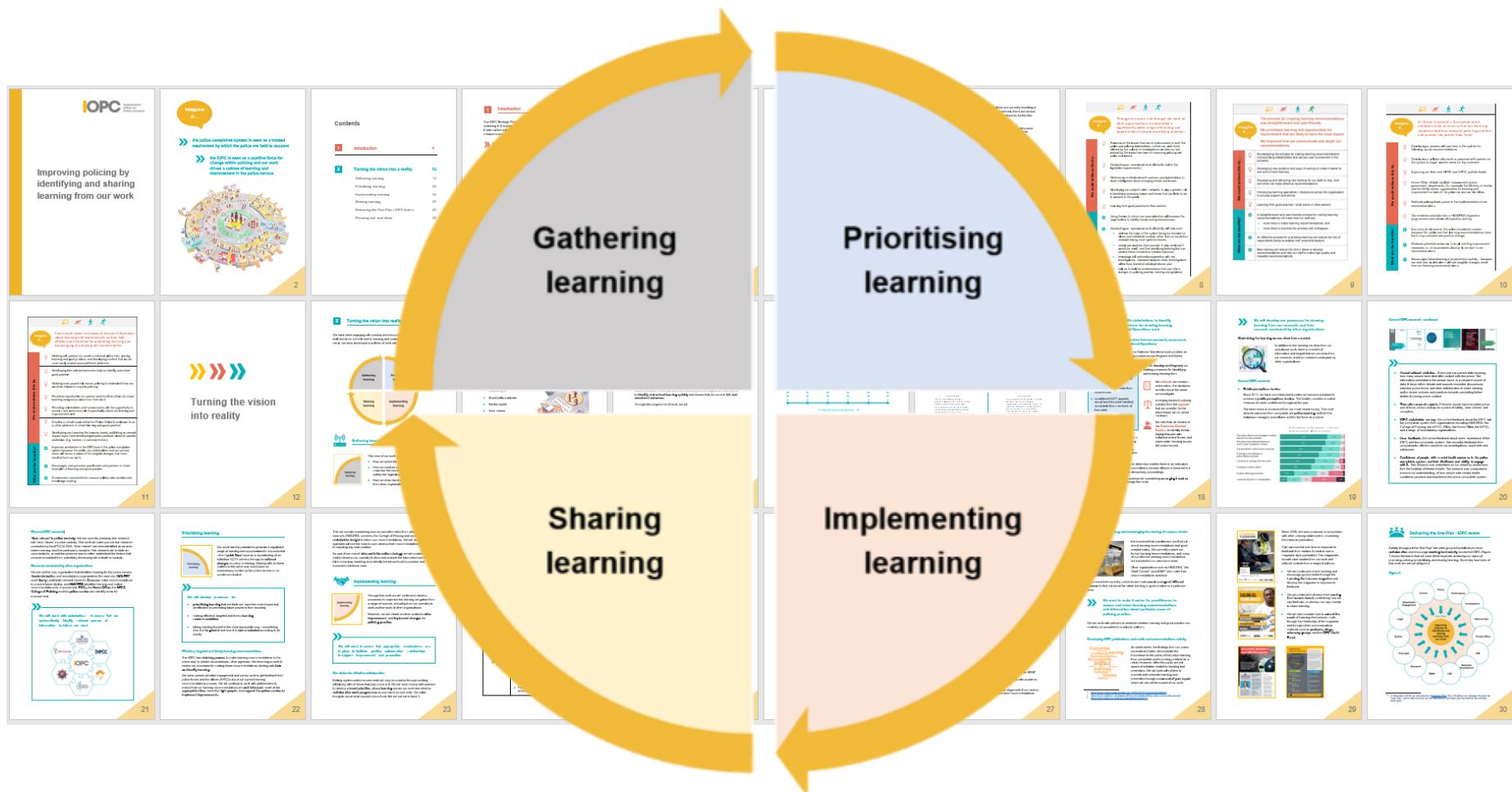
Where do we want to be?

Imagine
if...

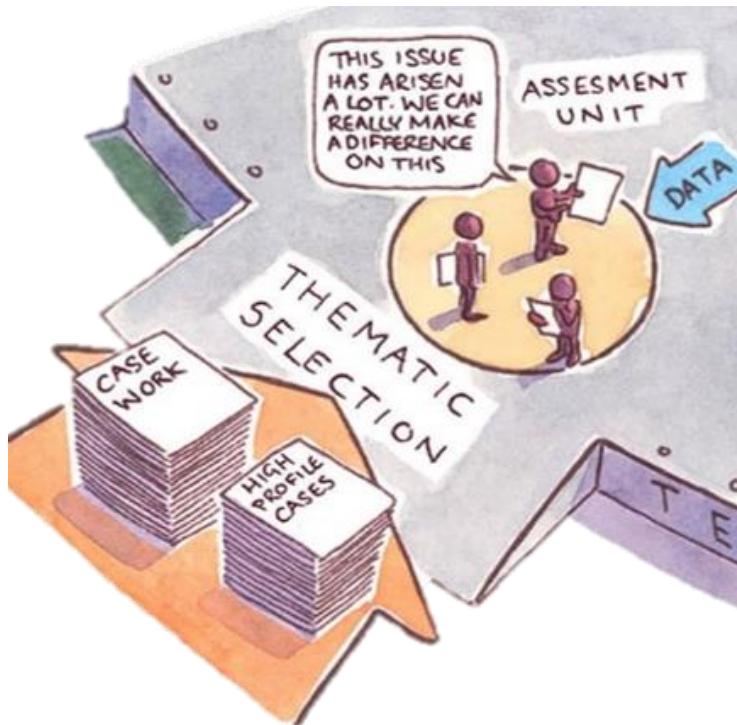
- » the police complaints system is seen as a trusted mechanism by which the police are held to account

- » the IOPC is seen as a positive force for change within policing and its work drives a culture of learning and improvement in the police service

Our strategy



Changing the way we select the cases that we investigate



Alongside death and serious injuries, which we will continue to investigate, we are focusing initially on the following themes:

- Domestic abuse
- Abuse of power for sexual and financial gain
- Road traffic incidents
- Mental health
- Near misses
- Discrimination

Refocusing our investigations

» A proportionate disciplinary or regulatory system should be capable of providing a graduated response, with the most serious actions reserved for the most serious problems.



Refocusing our investigations

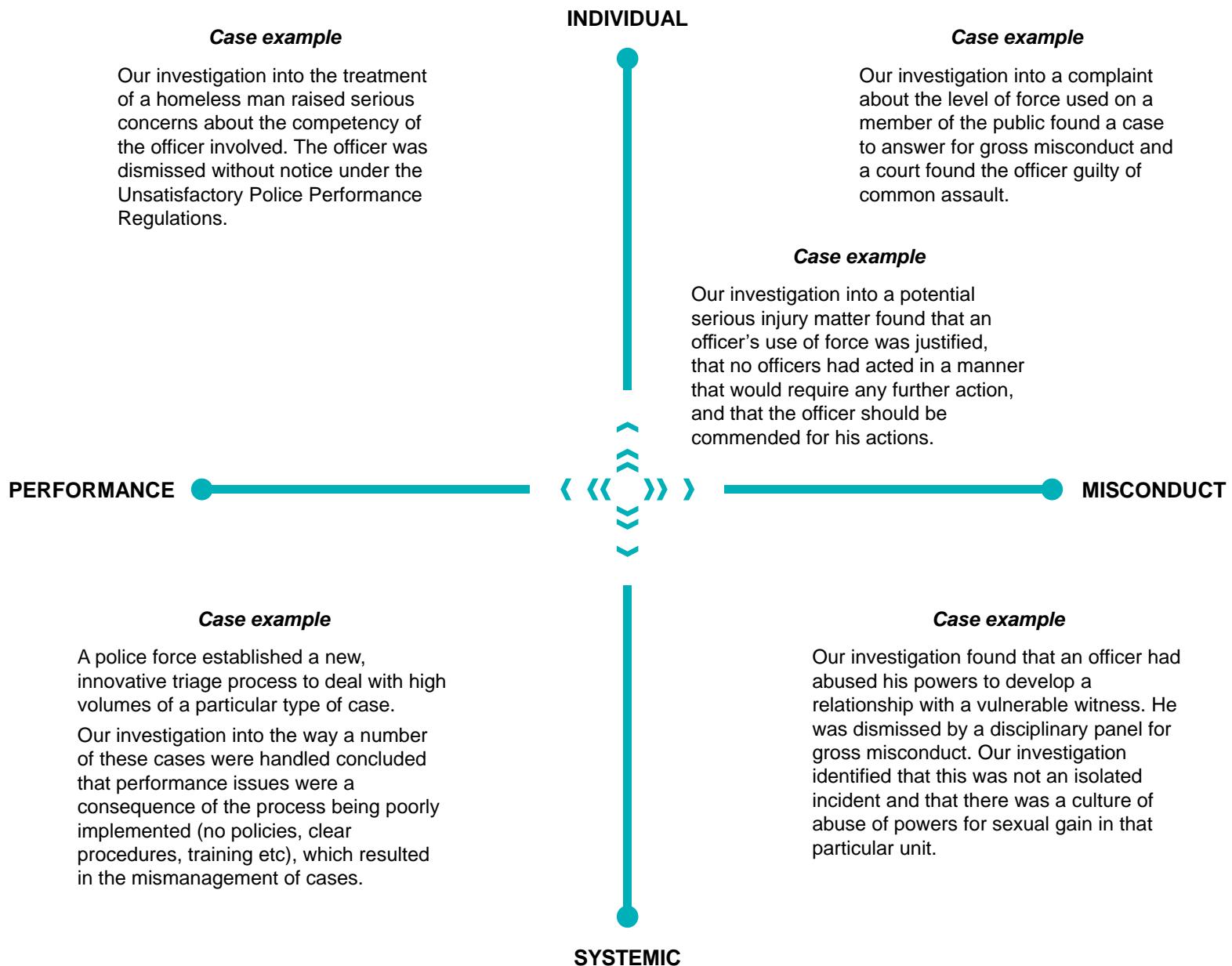
Although every scenario will need to be treated on its own merits, there is clearly a range **of different outcomes and drivers of behaviours.**

Innovative action	Complexity and/or uncertainty	Process issue	Lack of skill or ability	Inattention	Deviation
An experiment conducted to expand knowledge or prove that an idea would succeed resulted in an undesired outcome	Lack of clarity led to reasonable action being taken which resulted in an undesired outcome	Competent individual/s adhered to prescribed but faulty or incomplete process or practice	Undesired outcome occurred because the individual/s did not have the appropriate skills or training	Undesired outcome occurred because the individual/s inadvertently deviated from reasonable or standard practice	Individual chose to violate a prescribed process or practice



« Potential drivers of behaviour »

POTENTIAL DRIVERS OF BEHAVIOUR



Working with others



We will work with stakeholders to systematically identify relevant sources of information to inform our work



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Questions?