

## Lessons Learnt Summary

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Please see the attached document which provides a detailed breakdown of the formal standards sanctions that have taken place between January 16 and January 17.

Below is a summary of the issues that arise out of the cases listed but also out of all the cases which do not proceed to either a meeting or hearing.

These observations are shared with the force and are not intended to embarrass or criticise any individual who may have been involved in the cases. The purpose of sharing this information is to assist in people understanding what the standards of professional behaviour are and where boundaries lie, but also to encourage debate and discussion amongst ourselves.

Please read the below and ask yourself whether these observations reflect how we want Lancashire Constabulary to be, the culture and standards of the organisation are ours, they are a reflection of all us but they are also ours to change and improve if we want to.

I take two key messages from the information below, firstly we don't challenge each other enough and therefore allow unacceptable behaviour to become the norm, and secondly we are not taking enough personal responsibility for our actions either as individuals who behave poorly or those who should be addressing it.

### Front line Supervisors and DMT's

- Lack of knowing or ignoring what is happening in their officer's/staff's personal lives, lack of support guidance, management. Strong indication supervisors choose to turn a blind eye, lack of early intervention/preventative opportunities missed in nearly all cases.
- Lack of understanding and ability to deal with performance issues, lack of awareness of patterns of behaviour, attitudes or activities.
- Once poor performance or conduct identified and MA or sanction given lack of follow up support or plan of management. In part this is an organisational issue with outcomes not being clearly brought to the attention of supervisors.
- Failure to challenge or document officers or staff who are known/named with a reputation "Creepy Chris" "One Job Joe"
- Failure to challenge unacceptable language – particularly sexualised comments towards young in service female members of staff. This includes inappropriate questions about sex lives and preferences.
- Too defensive of their staff, cannot see failings or when corrective interventions are required. Unable/unwilling to consider issues on the balance of probabilities and re-establish acceptable standards of behaviour early – leading to escalation.

### Senior Management Teams

- Lack of awareness of staff that have reputational nick names and therefore no top level scrutiny, intrusion or intervention taken.
- Lack of knowledge and understanding of front line cultural issues.
- Still a tendency to move a problem individual without there being a documented record to go with that individual. Failure to initiate due process i.e. UPP/Service Confidence or Regs.

- Robust management/welfare plans and monitoring required for officers returning to work following a sanction. Links to organisational failing re- information sharing, PDR and action planning.
- SMT need to give clear support with regards to sanctions given, application and support for the standards is not unequivocal leading to the enforcement of standards by the force being undermined by local leadership.

#### Federation

- Some reps are too defensive of the officers they are representing. This hinders not only quick resolutions to complaints and conduct matters but also any acceptance of personal responsibility by the officer making the process of learning, improving and moving on difficult if not impossible.

#### Colleagues and Peers

- Failure to challenge and report inappropriate behaviour.
- Accounts often lack candour with individuals seeking to distance themselves from the process, rather than provide a full account.

#### Individuals

- Lack of awareness and understanding of the code of ethics and standards of professional behaviour, no evidence of personal responsibility to become aware of the standards.
- Lack of personal responsibility for their own conduct, therefore unable to learn and improve, not their fault, someone else to blame.
- Do not have confidence within the process to admit mistakes and conduct matters – lying in the process then escalates minor matters to gross misconduct due to honesty and integrity issues.

#### PSD

- Require improvements in working with divisions to ensure victims and witnesses are given the appropriate levels of support.
- Ensure updates provided are meaningful.
- Improve communication and disclosure early within processes to try and facilitate earlier resolution.

#### HR

- There is no single process for recording or tracking organisational knowledge of officers and staff members. This means that every time they change post or their supervisor's changes, the knowledge of the individual is lost. This means that neither welfare or well-being issues are managed with continuity nor are risk factors and performance issues are not dealt with as part of a continuous process.