

Wednesday, 11 March 2026

1
2 (2.15 pm)
3 **MS LANGDALE:** Chair, may I call the next witness, please.
4 **THE CHAIR:** Yes, thank you.
5 **T/PS MARK READ (affirmed)**
6 **THE CHAIR:** Yes.
7 **Questioned by MS LANGDALE**
8 **MS LANGDALE:** You are Temporary Police Sergeant Mark Read.
9 **A.** That's correct, yes.
10 **Q.** You have prepared a statement for the Inquiry dated
11 3 October 2025.
12 **A.** Yes, that's correct.
13 **Q.** Or even 2025. Can you confirm the contents are true and
14 accurate?
15 **A.** It is, yes.
16 **Q.** You have a background, you say, in frontline policing.
17 Could you tell us something about that?
18 **A.** Yeah, I originally became a police officer in 2023.
19 Sorry, 2003. My entire career has been in uniform
20 responding to incidents and dealing with incidents of
21 an immediate nature rather than a complex investigation.
22 **Q.** What was your role in terms of the events we're dealing
23 with on 5 May, first of all in a supervisory capacity
24 and secondly, on the evening in question receiving calls
25 and allocating people to them?

1

1 for PC Taylor?
2 **A.** Yes, I did.
3 **Q.** Was that normal to have someone so young in that
4 tutoring role? Not young, inexperienced in police work,
5 perhaps I should say.
6 **A.** In respect of PC Perkins, he was my -- one of my senior
7 PCs that I had on shift at the time, I had got a very
8 inexperienced shift. PC Perkins, when I joined the
9 shift, had already qualified as a tutor.
10 **Q.** Until after the Nottingham attacks, did you have
11 anything more to do with the events at Arvato on 5 May?
12 **A.** No, I didn't.
13 **Q.** If we assume for a moment you had conducted 28 days
14 review, can I ask, please, that we look at LEPF0000004,
15 page 9. Can you sit a bit nearer to the mic, as well,
16 I gather it's harder to pick up. Thank you.
17 **A.** Okay.
18 **Q.** If we go to page 9, 28 days is 3 June and we see
19 an important moment in the investigation on 24 May. So
20 before, when you would have been reviewing, if you had
21 reviewed. You see in these logs since then, the Inquiry
22 has sent them to you, haven't you --
23 **A.** Since, yes.
24 **Q.** So looking at them now, if you had seen 24 May, the
25 entry there where PC Taylor knows the details of the

3

1 **A.** Okay, on the day in question I was PC Taylor's and
2 PC Amos-Perkins's supervisor overseeing incidents that
3 they were responding to on that evening, as well as a
4 number of other officers. So I was the shift sergeant
5 covering live incidents that were coming into the
6 northwest Leicestershire area.
7 **Q.** So did you have a responsible to overview each of their
8 work or just PC Taylor's?
9 **A.** It was both their work.
10 **Q.** So both of them every 28 days effectively at least?
11 **A.** Yes.
12 **Q.** How many other people were you supervising in that
13 capacity?
14 **A.** At that time, there was approximately eight people.
15 **Q.** On the night in question you took a call, you deal with
16 it from paragraph 6, you started your shift at 5 pm.
17 What came through and how was it that you came to
18 allocate the two of them to that?
19 **A.** In respect of that incident, it came through as an
20 assault at a warehouse. Now I don't recall whether
21 I dispatched the officers or the Control Room dispatched
22 the officers to the scene. It was reported as an
23 assault, where the perpetrator had already left the
24 scene and been escorted away.
25 **Q.** You knew, did you, that PC Amos-Perkins was the tutor

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1 suspect, and can conduct police checks in respect of the
2 suspect, what would you have said, looking at that? Is
3 there anything about that entry and the information, or
4 lack of information around it that would have led you to
5 say anything, or not?
6 **A.** As the suspect had been identified, I would have
7 expected that to go on the front page of the NICHE
8 occurrence so it was visible, and the officer would have
9 conducted diligent checks in regards to PNC, NICHE
10 reports as well as PND reports to see what information
11 we could gain on that suspect.
12 **Q.** Where an officer does that, would you expect underneath
13 this, so suspect details identified, it to be logged
14 that the checks had been made? Check PNC --
15 **A.** Yes, I would.
16 **Q.** -- (*overspeaking*) -- negative or alternatively offences
17 noted.
18 **A.** Yes, just evidence that the checks had actually been
19 completed.
20 **Q.** So you would expect an officer to routinely enter
21 evidence of checks being completed --
22 **A.** Yes, I would.
23 **Q.** -- (*overspeaking*) -- to write that?
24 **A.** Yes.
25 **Q.** You say that very clearly. Is that without hesitation,

4

1 you expect officers to note that?
 2 **A.** Yes, that is the standard I try to work to myself.
 3 **Q.** In your supervisory capacity, do you see that where
 4 officers have done those checks?
 5 **A.** I do, yes.
 6 **Q.** All of the time --
 7 **A.** Not on this occasion, but --
 8 **Q.** No, I'm not asking about this occasion. Generally, is
 9 it common, is it --
 10 **A.** Yeah, it's common practice.
 11 **Q.** So if you had looked at this on 2 or 3 June and seen
 12 there was nothing there, would the fact that there was
 13 nothing written there cause you to question whether
 14 they'd been done or not?
 15 **A.** It would have done, yes.
 16 **Q.** Would you have asked?
 17 **A.** Yes, I would have, but I can't recall, you see, not
 18 doing the review, I failed to do, I didn't see this at
 19 the time. So I couldn't have asked the question. If
 20 I had seen it, I would have asked the question.
 21 **Q.** Do you discuss suspects and what officers are learning
 22 about suspects in investigations in any review?
 23 **A.** We do. That goes part of the review. It's also at
 24 times it could be a passing conversation that we have.
 25 **Q.** Would you know, even if you didn't have a formal review,

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1 **Q.** If an officer asked for your advice around and about the
 2 station in an informal way, would you give advice about
 3 it?
 4 **A.** I would, yes.
 5 **Q.** That can come down, please.
 6 We know, page 15, actually, it's the same document
 7 number, the 0000004, page 15, sorry. We know later on,
 8 following the Nottingham attacks, you send an email to
 9 say that whilst there was body-worn video footage of the
 10 callout to Arvato, it wasn't kept, it was permanently
 11 wiped. You set that out there. Was that the first time
 12 you discovered that the body-worn footage had been
 13 deleted?
 14 **A.** Yes.
 15 **Q.** What do you say about that even?
 16 **A.** If I'd have done checks sooner, I'd have made sure that
 17 the bodycam would have been marked as evidential.
 18 **Q.** We've heard, is it right, that the officers have up to
 19 31 days to mark it as evidential before it's
 20 automatically wiped; yes?
 21 **A.** Yes, that's correct.
 22 **Q.** It appears to be the case that while PC Taylor docketed
 23 the footage, she didn't go back and mark it as
 24 evidential.
 25 In your experience, is it nearly always evidential?

7

1 those are two officers you're supervising, would you
 2 know or just say in casual conversation "What happened
 3 at the warehouse? Did you get any information? What
 4 are you doing?"
 5 Would there be any conversation in the tea rooms or
 6 any other rooms in the station around that?
 7 **A.** There would have been, yes.
 8 **Q.** So did you have an informal conversation with either or
 9 both about "How are you getting on with the Arvato
 10 investigation?"
 11 **A.** I can't recall if I did or didn't.
 12 **Q.** Would you normally do that?
 13 **A.** I would normally but, as I say, on this occasion I can't
 14 confirm whether I did or didn't.
 15 **Q.** We know, looking at the log, PC Taylor was having
 16 issues, as she saw them, to meet up with the victims to
 17 take written statements. Would she have shared that and
 18 try and get victim statements or anything like that?
 19 **A.** I would have suspect that she would have approached me
 20 to say that she was having difficulties with contacting
 21 the victims and the witnesses.
 22 **Q.** You think she did or are you saying she would in
 23 principle, or not?
 24 **A.** I can't say for certain, but that would be what I can
 25 surmise.

6

1 I mean what's the usual?
 2 **A.** No, it's not always evidential and officers do sometimes
 3 forget to mark it as evidential.
 4 **Q.** So this isn't a one-off, that someone would forget to
 5 mark it as evidential --
 6 **A.** No, it's not.
 7 **Q.** -- (*overspeaking*) -- and it goes, when it's relevant,
 8 when it is evidential?
 9 **A.** No, it's not. Yes, I have come across it before.
 10 **Q.** How do you think that could be avoided?
 11 The document can go down, thank you.
 12 **A.** There can be more robust system in regards to officers
 13 being aware of evidential material and, where needed,
 14 the supervisor should oversee that it is docketed and
 15 evidenced accordingly.
 16 **Q.** We know -- and I don't need to take you to it, it's the
 17 same log at page 21 -- we know the events at Arvato were
 18 no further actioned following the Nottingham attacks.
 19 Clearly there were investigations then into murder and
 20 attempted murder.
 21 Before those attacks, we've also gone to the NICHE
 22 records. It was clear on the NICHE records that VC was
 23 wanted, a warrant for arrest not backed for bail. Can
 24 you just help us with what should have happened, having
 25 seen that he was on warrant for not backed for bail on

8

1 24 May?
 2 **A.** Okay, the process -- should we have seen, it would have
 3 initially alerted Nottinghamshire of the warrant and the
 4 incident we've attended --
 5 **Q.** Mm-hm.
 6 **A.** -- and then it would be worked between ourselves and
 7 Nottinghamshire on arrest attempts for the suspect. As
 8 they were living in Nottingham, it would be a case of
 9 we'd request Nottinghamshire to conduct arrest attempts
 10 on our behalf.
 11 **Q.** Have you experience of doing that across counties,
 12 that --
 13 **A.** Yes, I do.
 14 **Q.** -- that kind of system? How many days or minutes or
 15 hours, I don't know, how long does that take to take
 16 effect when you see someone is wanted on a warrant in
 17 such circumstances?
 18 **A.** Sorry, I don't understand.
 19 **Q.** How long would it take? You're saying you contact
 20 Nottingham.
 21 **A.** Yeah.
 22 **Q.** How long would it be before you'd expect the suspect, in
 23 this case VC, to be arrested and brought before court in
 24 the circumstances outlined?
 25 **A.** Okay, I would expect for my officers and myself almost

9

1 **Q.** What about the assault on an emergency worker? Did you
 2 know that that was the charge?
 3 **A.** No, I didn't.
 4 **Q.** So you thought it was a mental health warrant?
 5 **A.** Yes.
 6 **Q.** Shall we just have a look at it. Can we go, please, to
 7 LEPPF0000600. So if we can enlarge the second entry,
 8 please. That's what it says, so tell us what you think
 9 that says, or involves?
 10 **A.** It's a "not backed for bail" warrant. That would be as
 11 much as I would have seen on that. As far as I was
 12 looking at it, it's a "not backed for bail". Regardless
 13 of the offence that was committed, it was still a live
 14 warrant.
 15 **Q.** "... by Nottingham Magistrates for the Arrest of [VC]
 16 ... for Assault by Beating Emergency Worker."
 17 **A.** Mm-hm.
 18 **Q.** Did you see that?
 19 **A.** I can see that now, but I would have seen it as it is,
 20 but when I would look at it, I would stop at "not backed
 21 for bail warrant" and the reason it's been issued.
 22 **Q.** What's the reason it's been issued?
 23 **A.** Because he's failed to answer court.
 24 **Q.** Mm. When you fail to answer court, the seriousness of
 25 the offence is no doubt a factor --

11

1 to contact Nottinghamshire straight away, and we can't
 2 dictate what their levels of response is, based on their
 3 demand at the time. So it would be a case of this
 4 person is wanted, is wanted by yourselves, we've got
 5 this offence on ourselves, could you assist i the
 6 arrest, and then it would be down to them to determine
 7 when they could actually effect that arrest for us.
 8 **Q.** What about you, in terms of investigating your own
 9 offence? Could you decide that you wanted to go and
 10 arrest him with the information you've already got about
 11 your offence? Would you look at that?
 12 **A.** We would, yes.
 13 **Q.** In your experience, what's the urgency in the situation
 14 that you're describing you'd give Nottingham the
 15 information, that there was the arrest warrant, what
 16 level of urgency would be attributed to that?
 17 **A.** For our response, it would be a lower level, but bear in
 18 mind the warrant, if we'd have seen it, for the offence
 19 that had been committed, we would have expected a higher
 20 response from them in regards to the arrest.
 21 **Q.** What, to be clear, did you understand the offence was,
 22 as far as Nottingham was concerned, the one that the
 23 warrant related to?
 24 **A.** Now I know it was a mental health warrant. At the time
 25 I wasn't aware.

10

1 **A.** It is.
 2 **Q.** -- in the urgency given to it, isn't?
 3 **A.** Yes, it is.
 4 **Q.** This is for assault by beating an emergency worker,
 5 which we hear there are policies around these days to
 6 recognise the significance of it?
 7 **A.** It is, yes.
 8 **Q.** You would hope would be of concern to the police?
 9 **A.** Yes.
 10 **Q.** Can you help us with that symbol or icon on the left of
 11 that. What's that about? Does that always appear in
 12 one colour or different colours?
 13 **A.** That I'm unsure of. I believe it's a link to the
 14 report. I can't say for certain.
 15 **Q.** Is that something you're familiar with, that particular
 16 symbol or image --
 17 **A.** I have seen it, but I don't use it.
 18 **Q.** So is this the first time you've looked at this entry in
 19 this format?
 20 **A.** In this format, yes.
 21 **Q.** All right. So you've picked up not back for bail a
 22 warrant, but you are saying that if you looked at that
 23 at the time even you wouldn't -- to the end of that
 24 entry and think about the assault emergency worker and
 25 what it represented, or not?

12

1 A. I should have done, yes. I should have seen the
2 severity of it at the time.

3 Q. Which time? When you were supervising the other
4 officers?

5 A. If I'd have conducted a review and seen that the person
6 had been added, I'd have seen the significance of that
7 warrant.

8 Q. Do you think you would? Would you have looked at --
9 opened all the occurrences? There's a number.

10 A. I would have opened it up, I'd have opened up the first
11 six. It opens up automatically.

12 Q. What do you mean it opens up automatically?

13 A. So when you go on to involved occurrences, the report,
14 the NICHE system only opens up the first six reports
15 that a person is linked to. There's a button in the
16 bottom right-hand corner that you'd press to open up to
17 see if there's any further reports.

18 Q. Understood. This can go down now, thank you.
19 So allowing for the fact that you should have seen
20 that at the time, and certainly if you'd gone within the
21 28 days looking at the documents for either officer,
22 what should you have done? What would you have done?

23 A. Sorry, if I'd conducted a 30-day -- (*overspeaking*) --

24 Q. If you'd looked at that at the time, we've just gone to
25 it, so you're looking at that before 3 June, somewhere

13

1 Page 20 is appendix D, the expectations of
2 investigators and supervisors, and we see underneath:
3 "Expectations of Sergeants and Frontline Supervisors
4 "The most important element of the role of Sergeants
5 and front line supervisors is to undertake the face to
6 face crime reviews as frequently as possible, but at
7 least once every 28 days for the local CID and once per
8 set (every 10 days) for NPOs".

9 Now, that means neighbourhood policing officers,
10 doesn't it?

11 A. It does, yes.

12 Q. If we go to page 21:

13 "Face to face reviews should be carried out by
14 Sergeants with [investigations] as frequently as
15 possible, but at least every 28 days for the Local CID
16 and once per set (every 10 days) for NPOs".

17 PC Taylor was a neighbourhood policing Officer,
18 wasn't she?

19 A. She was, yes.

20 Q. So it's not 28 days for her; it's ten days reviews,
21 isn't it?

22 A. The policy changed in November 2022, reverting the --
23 the ten-day review was reverted to a 28-day review.

24 Q. What was the basis of that?

25 A. It was a policy change.

15

1 between 24 May and 3 June, what would have happened
2 next?

3 A. I'd have, like I've said before, I'd have notified
4 Nottinghamshire or got PC Taylor to notify
5 Nottinghamshire in regards to our offence and the fact
6 that there was still a live warrant out for the same
7 suspect, and for their assistance in executing that
8 warrant and the arrest of our suspect.

9 Q. Not backed for bail would mean what?

10 A. That he would potentially be remanded to custody.

11 Q. When you say "potentially", he can't be released until
12 he's gone before the court, can he?

13 A. No, he would be taken to custody and then put against
14 the first available court.

15 Q. Then he'd have access to a solicitor, duty solicitor,
16 and if there were any mental health issues, they would
17 have to be addressed as well at that point?

18 A. Yes.

19 Q. So it's a real opportunity missed, in the chronology,
20 isn't it?

21 A. It is, yes.

22 Q. Can we just look, please, at a couple of policies. The
23 Investigation Standards Policy and Procedure,
24 LEPF000095. If we can go to page 2, please. Actually,
25 page 20. Sorry, Amanda, page 20?

14

1 Q. Could you, on the NICHE system, have reminders, set
2 reminders, 28-day review reminder dates?

3 A. Not that I'm aware of.

4 Q. The Inquiry has seen some slides to show that it is
5 possible to set reminders. I'm not sure of what the
6 date that that was introduced in, but did you ever set
7 reminders for yourself?

8 A. I didn't, no.

9 Q. Would you have found that useful --

10 A. I would of.

11 Q. -- if there was such a system and it was possible to do?

12 A. I've never seen -- (*overspeaking*) --

13 Q. But if it had been possible -- (*overspeaking*) --

14 A. If it was possible, yes, it would have made it a lot
15 easier.

16 Q. Do you do your 28-day reviews now or is that something
17 that works in practice or is this theoretical?

18 A. The tasking, I don't do, because I don't know about it,
19 but I use a system called NICHE Manager which is an
20 overview system which shows the 28-day reviews and when
21 they're due, which I use religiously now to ensure that
22 they are kept up to date as much as possible.

23 Q. Can we just look now at the Leicestershire Police
24 Investigations and Standards Policy, that same one,
25 relating to crime queues, page 24?

16

1 We heard earlier about PC Taylor's crime queues and
2 the number. Is that something that's ever been raised
3 by you, by constables or probationary constables, their
4 crime queues and how many that they're having to deal
5 with at given a time --

6 **A.** -- (*overspeaking*) -- yes.

7 **Q.** Was it raised at this time by either PC Taylor or
8 PC Amos-Perkins?

9 **A.** Not that I can recall.

10 **Q.** If it had have been raised with you, what would you have
11 said, if anything, about that?

12 **A.** If it had been raised to me, I would have given them
13 protected time. So I'd have been sure that they weren't
14 responding to immediate incidents and they could focus
15 solely on their crime queues to ensure that they're
16 progressed.

17 **MS LANGDALE:** Yes, thank you. Those are my questions,
18 Chair.

19 **THE CHAIR:** Ms Patrick?

20 **Questioned by MS PATRICK**

21 **MS PATRICK:** Good afternoon, Sergeant.

22 **A.** Good afternoon.

23 **Q.** My name is Angela Patrick. I ask questions on behalf of
24 the families who were bereaved on 13 June.

25 I have only got three things I want to ask you

17

1 **A.** It is, yes.

2 **Q.** 28 days in this case came before 13 June, didn't it?

3 **A.** It did, yes.

4 **Q.** You said this afternoon it was a very inexperienced
5 shift. Was that an even greater reason to conduct those
6 regular reviews?

7 **A.** It should have been, yes.

8 **Q.** Now, we've heard PC Taylor's evidence would have been
9 she'd have had regular conversations with you. Do you
10 recall, I think you've just said you usually would have
11 those kinds of informal daily chats; is that right?

12 **A.** Yes.

13 **Q.** But you can't recall this case?

14 **A.** I can't recall every conversation I have, unfortunately.
15 I'm not saying I did have a conversation with her or
16 I didn't. I can't recall.

17 **Q.** Did she come to you with her plans about possibly filing
18 the matter when she entered it on the log on 10 June?

19 **A.** She would have done.

20 **Q.** She would have done. Now -- and would you not then have
21 raised the issue of checks? Who is this guy? Have we
22 checked who it is?

23 **A.** I should have done, yes, but I didn't.

24 **Q.** Okay. Just one issue. The running man. That icon, is
25 it your evidence to the Chair that you don't know what

19

1 about. So the first of those is supervision and the
2 approach to reviews. The second is about progression
3 and career development.

4 **A.** Sorry, what was that?

5 **Q.** Progression and career development.

6 **A.** Thank you.

7 **Q.** And the last, coming back to a topic you've just
8 covered, workload management.

9 Now, we can have a look at, and I'm sure, I think
10 we've already seen this but can we have LEPF0000095,
11 please, and it's page 20. You see there "Expectations
12 of Sergeants and Front Line supervisors" at the bottom
13 there.

14 **A.** Yes.

15 **Q.** You can see:

16 "The most important element of the role of Sergeants
17 and front line supervisors is to undertake the face to
18 face crime reviews as frequently as possible, but at
19 least once every 28 days ... once [every] ... set for
20 NPOs".

21 It doesn't suggest the 28-day review must be -- it's
22 not optional, is it?

23 **A.** It's not, no.

24 **Q.** No. And it's a core part of your supervisory framework
25 those face-to-face check-ins, isn't it?

18

1 that icon means?

2 **A.** No, I don't. I don't use it.

3 **Q.** You don't use it. It's a running man. Does it not just
4 mean that someone is on the run?

5 **A.** I couldn't say.

6 **Q.** Now turning to progression and career development. Were
7 you in the room this morning when I asked
8 PC Amos-Perkins about what he said about your
9 encouragement to take on more work, additional work for
10 PDR?

11 **A.** Sorry, what was that?

12 **Q.** Were you in the room this morning when PC Amos-Perkins
13 was giving his evidence?

14 **A.** No.

15 **Q.** Okay. When he spoke to the IOPC, he talked about his
16 workload, and he talked about being a tutor. And he
17 talked about at one time, a few days before PC Taylor
18 joined him, you were encouraging him to take on more
19 work, and that that would be good for his career
20 progression. Do you recall that?

21 **A.** I recall having a conversation with PC Perkins in
22 regards to an offence that he was looking at
23 specialising in a team and, in regards to the offence,
24 he was looking at potentially holding on to the crime
25 report that he initially had to progress it to

20

1 a satisfactory conclusion, in regards to drugs, which is
 2 the field he wanted to aim his career towards, which
 3 I was helping him to do.
 4 **Q.** So these were an inexperienced shift, young officers,
 5 and they were busy, but were you still encouraging them
 6 to take on more.
 7 **A.** Yes, I was.
 8 **Q.** Okay. Now the last topic I want to look at is workload
 9 management. My learned friend Ms Langdale has taken you
 10 to those various supervisory considerations in the
 11 policy.
 12 **A.** Mm-hm.
 13 **Q.** We've heard, and it's in PC Taylor's witness statement,
 14 that on 24 May she spoke to the Professional Development
 15 Unit about how her "sheer workload", as she put it. Is
 16 that something you would have been aware of?
 17 **A.** I'm not aware of that, no.
 18 **Q.** Would you have been aware of the number of cases she was
 19 holding?
 20 **A.** I should have been, yes.
 21 **Q.** Were you?
 22 **A.** I couldn't say for certain at this moment of time, but
 23 I should have been aware of it as her supervisor.
 24 **MS PATRICK:** Okay.
 25 Thank you. No further questions, Sergeant.

21

1 material from the cloud if there's a proper request.
 2 Can you help me as to whether you have any knowledge
 3 of that?
 4 **A.** I don't have any knowledge of that. The reason I've
 5 written that is because I actually contacted our IT
 6 department when I found out the footage was deleted, and
 7 I was told by them that I couldn't retrieve it.
 8 **Q.** All right. Then can I just finally ask you by reference
 9 to another document, LEPF0000125. Thank you. If we can
 10 go to the second page, please, it's paragraph 2.1.2.
 11 This is again referencing preserving the evidence on
 12 body-worn video, and it says this:
 13 "Within the guidance for officers on DEMS (the body
 14 worn video system) there are several pages which explain
 15 to officers how to request footage which has been
 16 deleted."
 17 Can you help us any more with that?
 18 **A.** I can't, I'm sorry. As I say, I contacted IT direct.
 19 I didn't look at that. I wouldn't -- (*overspeaking*) --
 20 **MS CARTWRIGHT:** Thank you.
 21 **THE CHAIR:** Yes, Mr Davies.
 22 **Questioned by MR DAVIES**
 23 **MR DAVIES:** Could you look at your witness statement,
 24 please. WITN0011001, page 4. Thank you. Page 4.
 25 The context in which you did not perform the

23

1 **THE CHAIR:** Thank you.
 2 Yes, Ms Cartwright?
 3 **Questioned by MS CARTWRIGHT**
 4 **MS CARTWRIGHT:** Good afternoon, Officer. Could I ask you
 5 briefly about one matter you dealt with with Ms Langdale
 6 KC. She displayed on the screen, and perhaps let's just
 7 display it again, it's LEPF0000004, please, at page 15.
 8 Page 15, please. Thank you.
 9 It's just around the deleted and lost body-worn
 10 footage, and we can see there that there was a request
 11 from Nottingham for the footage and then you were
 12 confirming that you'd emailed Jodie and unfortunately,
 13 because the footage wasn't exhibited, it had been
 14 permanently wiped from the server.
 15 Can you help us first of all, please, with who Jodie
 16 is who performed that check for you?
 17 **A.** It would have been a Nottinghamshire officer who would
 18 have contacted me on the day.
 19 **Q.** Right. But then can I ask you because, just by
 20 reference to another document because my understanding
 21 is that the body-worn footage, when it's uploaded to
 22 either the Document Evidence Management System or
 23 NICE Investigate, it effectively sits in a cloud and,
 24 even though it's deleted, the nearer it is to the
 25 deletion date, there's an ability to retrieve the

22

1 mandated 28-day review was, in summary from your
 2 statement, the reality of your workload.
 3 **A.** That's correct, yes.
 4 **Q.** You've rehearsed in a statement you've adopted, the
 5 detail of that: that not being asked in detail orally to
 6 repeat it. But at paragraph 11 of this statement to the
 7 Inquiry, you set out that, in summary, you were at the
 8 time covering two separate shifts, working two different
 9 shift patterns, due to the internal movements of
 10 sergeants at Coalville.
 11 **A.** That's correct, yes.
 12 **Q.** Without becoming too granular, how many officers'
 13 workloads does that mean you were supervising at the
 14 relevant time?
 15 **A.** It would have been around somewhere between eight and 12
 16 officers at the time.
 17 **Q.** Typically, how many investigations would each of those
 18 officers have been responsible for?
 19 **A.** They would have been carrying somewhere between ten and
 20 15 reports each.
 21 **Q.** So we can do the multiplier. At paragraph 12, you
 22 rehearsed that:
 23 "I routinely worked for approximately 8 hours in any
 24 4-day rest period in order to attempt to stay on top of
 25 the volume of work. [Of which] Perhaps 25% ... was paid

24

1 as overtime, the rest [wasn't] ..."

2 **A.** That's correct, yes.

3 **Q.** So routinely, six hours a week unpaid on your rest day

4 to try to keep on top of your workload.

5 **A.** That's correct.

6 **Q.** Other responsibilities, page 5 of the document, please,

7 paragraphs 13-16, you obviously were aware that

8 Leicestershire Police has a multiplicity of policies

9 covering an extraordinary range of subject areas.

10 **A.** Yes.

11 **Q.** If we were to print them out and produce a pile, what

12 would you expect?

13 **A.** Quite a number. I wouldn't be able to put a figure on

14 it.

15 **Q.** No. Paragraph 14 of your statement. Your other duties,

16 you were, after all, an operational response sergeant?

17 **A.** Yes.

18 **Q.** "... it was my responsibility to ensure all domestic

19 reports were attended because they were recognised as

20 a Force priority on a day-to-day basis."

21 You had to review prisoners who were in police

22 custody being dealt with by officers from the northwest

23 area. You were managing missing person reports. This

24 is active operational work --

25 **A.** Yes, this is --

25

1 of queues I was responsible for weren't then being

2 conducted.

3 **Q.** So the casualties then, if you like, of the reality of

4 your workload were things like 28-day reviews?

5 **A.** That's correct, yes.

6 **Q.** Paragraph 16:

7 "Looking back, I believe ... it was a result of the

8 reality of my workload that I failed to conduct a 28-day

9 written review on the assault allegation in Kegworth."

10 Now, in fairness, you go on in this statement to say

11 that subsequent to this, page 8 of the document, please,

12 paragraphs 26 and 27, two new roles had been introduced

13 by Leicestershire Police.

14 **A.** That's correct, yes.

15 **Q.** A crime manager, paragraph 26, a performance manager,

16 paragraph 27, and you rehearse what they do.

17 Paragraph 28:

18 "As a result of both these new roles my role as

19 a response sergeant has become less demanding, allowing

20 me significantly more time to conduct regular crime

21 reviews, and to deal with the day-to-day running of a

22 shift."

23 **A.** That's correct, yes.

24 **Q.** What was the level of experience across the shift at the

25 time?

27

1 **Q.** Reactive operational work, reviewing crime files for the

2 CPS, filing crime reports, allocating crime. I'm trying

3 to bring out the reality of what you were doing?

4 **A.** That's correct, yes.

5 **Q.** Because you didn't have the luxury of sitting down

6 simply reviewing other people's crime investigations?

7 **A.** No. No, due to the fact that the workload was -- was

8 heavy.

9 **Q.** At paragraph 15:

10 "During the relevant time ... 5 May to 13 June 2023,

11 [you worked] for a total of 22 days within [the] ...

12 period. [You] were ... directed by the 'Operational

13 Incident Commander' (rank of Inspector) to cover

14 multiple areas including the west Leicester and

15 Leicester city centre on occasions. This placed

16 a further and significant additional strain [on our]

17 already substantial workload."

18 **A.** That's correct.

19 **Q.** Translate that for us, please.

20 **A.** I'd end up, because there would be a shortage of

21 sergeants, I'd be moved to a different area to supervise

22 immediate responses on that area. With doing that,

23 I wouldn't be able to control what was going on on my

24 own shift back at northwest. And as a result, reviews

25 and face-to-face conversations with officers, the kind

26

1 **A.** The very inexperienced shift. PC Amos-Perkins was one

2 of my senior officers with, I believe, at the time he

3 had just over three years' experience.

4 **Q.** So what proportion of these response shifts, after all

5 doing difficult, reactive, operational work,

6 back-to-back call-outs, grade 1s, and so on?

7 **A.** Less than five years' experience.

8 **Q.** Why were there not more experienced officers across the

9 piece?

10 **A.** The role of response officer is very demanding, and

11 officers look to move on and develop their careers, and

12 as a result, the experience as new officers come in,

13 have to go on to response.

14 **Q.** So other, specialist roles --

15 **A.** That's correct.

16 **Q.** -- domestic violence teams, serious sexual offences

17 teams, fraud, whatever it might be?

18 **A.** Yes.

19 **Q.** They'll have officers of greater experience, the

20 Response Team at the time, predominantly under five

21 years' experience?

22 **A.** Yes, that's the case.

23 **Q.** How experienced were the sergeants, typically, who were

24 supposed to be supervising these inexperienced

25 constables?

28

1 A. As role of sergeants, we are also very inexperienced.
 2 At the time of this incident, I had less than 12 months
 3 in the role of sergeant.
 4 Q. You were a temporary sergeant?
 5 A. Yes, that's correct.
 6 Q. You hadn't achieved the full qualification?
 7 A. No.
 8 Q. Next topic.
 9 **THE CHAIR:** Mr Davies, you have five minutes, effectively,
 10 on this.
 11 **MR DAVIES:** Forgive me, I didn't realise that. I apologise.
 12 **THE CHAIR:** Yes.
 13 **MR DAVIES:** Can I just make two points then or not?
 14 **THE CHAIR:** You can ask some questions without making
 15 points, yes.
 16 **MR DAVIES:** In order for the warrants to have been executed,
 17 would you have had to liaise with Nottinghamshire and
 18 Derbyshire Police?
 19 A. Yes, I would.
 20 Q. And found exactly where VC was living at the time?
 21 A. Yes.
 22 Q. He would have had to be taken to court and the evidence
 23 considered by the court as to what happened next?
 24 A. Sorry, what was that?
 25 Q. He would have had to go to court and the court decide,

29

1 demand outstrip the resource they have available, I have
 2 to take them off the protected time to cover immediate
 3 response incidents.
 4 **THE CHAIR:** From what you've said, I would assume that
 5 everybody would be on protected time?
 6 A. If they could. I would love to be able to do that, but
 7 unfortunately, officers have to juggle, in effect, crime
 8 queues and dealing with immediate incidents.
 9 **THE CHAIR:** But you would still expect them to do the basic
 10 things like checks on the PNC, PND and NICHE?
 11 A. I would, yes.
 12 **THE CHAIR:** Thank you.
 13 That completes your evidence, and we'll take,
 14 I think, a short break now, perhaps quarter past three.
 15 Thank you.
 16 (2.57 pm)
 17 (A short break)
 18 (3.15 pm)
 19 **THE CHAIR:** Yes, Mr Ivory.
 20 **T/CC DAVID SANDALL (sworn)**
 21 **THE CHAIR:** Please sit down.
 22 **Questioned by MR IVORY**
 23 **MR IVORY:** Temporary Chief Constable Sandall, you've
 24 provided a statement to the Inquiry dated
 25 19 October 2005. Can you confirm the contents are true

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1 if arrested, what happened next?
 2 A. Yes.
 3 Q. Secondly, you've referred to a change of policy from ten
 4 to 28-day reviews. You provided that document to the
 5 Inquiry?
 6 A. I have, yes.
 7 Q. It has the reference number INQY0000008 and reflects an
 8 email from Sergeant Kenyan of 10 November 22?
 9 A. Yes.
 10 **MR DAVIES:** Yes.
 11 I'm sorry, madam, for exceeding that.
 12 **Questioned by THE CHAIR**
 13 **THE CHAIR:** Thank you. Just one question. You said, in
 14 answer to Ms Langdale, that the question of crime queues
 15 wasn't raised by Police Constable Taylor or
 16 PC Amos-Perkins, but that you would have given them
 17 protected time to concentrate on.
 18 A. Yes.
 19 **THE CHAIR:** Had they raised that?
 20 A. Sorry?
 21 **THE CHAIR:** Had they raised that?
 22 A. Had they raised it with me, yes.
 23 **THE CHAIR:** Is that realistic, given what you've just said?
 24 A. I try to find the time for the officers. They get on
 25 crime queue inquiries for a protected time, but should

30

1 and accurate to the best of your belief and knowledge?
 2 A. Yes, I can.
 3 Q. In terms of your professional background, you joined
 4 Leicestershire Police in 1999 as a constable; is that
 5 right?
 6 A. Yes, that's correct.
 7 Q. You've remained at Leicestershire Police since then?
 8 A. Yes, I've served my full 27 years with Leicestershire
 9 Police.
 10 Q. In March 2025, you were appointed into the role of
 11 Temporary Chief Constable; is that right?
 12 A. Yes, that's correct, the Chief Constable retired and
 13 I've been in the role since.
 14 Q. The three officers who we've just heard evidence from
 15 are the subject of an ongoing IOPC investigation. You
 16 will have a decision-making role at the end of that
 17 process. I therefore won't be asking you any questions
 18 about the conduct of those individual officers.
 19 A. Thank you.
 20 Q. At paragraph 68 of your statement, you set out that
 21 student officers received 24 weeks of training.
 22 Broadly, what's the aim of that training?
 23 A. The main aim is to make sure that when they leave our
 24 training centre, that they can fulfil the roles of
 25 a police officer. So that would include learning the

32

1 legislation, learning how to communicate, learning how
 2 to look after themselves, and those they come into
 3 contact with as a police officer.

4 **Q.** Is that all classroom-based training?

5 **A.** It's a combination of classroom based, but also they do
 6 a number of role plays and we bring people in to support
 7 them to try to make the training as realistic as
 8 possible.

9 **Q.** Would the role play still happen in the classroom
 10 environments?

11 **A.** They happen on the headquarters site and centre, but
 12 actually they're outside, say, they mock up different
 13 types of incidents that they may have to attend as
 14 a police officer.

15 **Q.** Then the first practical experience a student officer
 16 will have, is that when they become a probationary
 17 officer?

18 **A.** That's the first time when they leave the training
 19 school and go out on to area, where they start to
 20 experience real-life policing, yes.

21 **Q.** You've also set out that the training is now 20 weeks.
 22 How has that reduction been achieved?

23 **A.** So it's 20 weeks because we teach an accredited
 24 programme from the College of Policing, so we have
 25 a licence to deliver police training and we follow the

33

1 The second area then is if a crime's been committed,
 2 then we want to record that crime or we want to record
 3 any intelligence, then we use the NICHE system. So the
 4 officer would need to have the ability to operate the
 5 NICHE system and that's in terms of inputting data as
 6 well as analysing the information that's in the system.

7 Then we also have systems around Police National
 8 Computer which is called PNC. That gives us details of
 9 convictions, if someone is recalled to prison and the
 10 details if somebody is wanted.

11 We also have a system called PND, which is another
 12 national system which gathers all intelligence and that
 13 system is updated by NICHE and officers can then find
 14 out if there's intelligence held in different force
 15 areas around those.

16 There's a number of other different systems around
 17 anti-social behaviour and others, but they are the main
 18 ones a police officer would use.

19 **Q.** In terms of STORM, and we've seen across the evidence,
 20 various incident logs when officers are responding to
 21 incidents, is STORM a system that response officers can
 22 access?

23 **A.** Yes, it is.

24 **Q.** Can they access it on the way to an incident?

25 **A.** Yes, we've issued personal mobile phones that can access

35

1 requirements to meet the accreditations and delivery of
 2 the course material that's set.

3 **Q.** Does it cover the same scope and content as the
 4 previously longer training?

5 **A.** Yes, there's different entry points into policing, so
 6 sometimes people were taken to Universities and have
 7 a different approach to the training schedule. So yes,
 8 the 20 weeks still meets the requirements that we need
 9 to make sure that they can go out onto the street as
 10 a police officer.

11 **Q.** In terms of the content of this training, you set out at
 12 paragraph 70 of your statement that one of these
 13 elements is the ability to utilise core policing systems
 14 in investigating. Could you just explain what those
 15 core policing systems are?

16 **A.** Yes, of course. Obviously it's important that we have
 17 records of all our crime and our intelligence. So --
 18 but if I just take you through the steps you take. The
 19 first element will be around our STORM Incident, so
 20 therefore when somebody, a member of the public, rings
 21 the police, an incident is created and the initial
 22 details of the response, the initial, the fast-time
 23 response from the police, would all be recorded on that
 24 system. So an officer would need to know how to access
 25 that.

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1 a number of our systems at the scene to support our
 2 officers. One of the systems they can access on that
 3 phone is the STORM system.

4 **Q.** Would that detail in the full log which has been entered
 5 so far for a particular incident?

6 **A.** Yes, it would, because the reality is the officers may
 7 be deployed whilst the member of the public is still on
 8 the phone to the person taking the call in our Control
 9 Room, so it would be updated regularly as they could be
 10 en route.

11 **Q.** So officers don't have to solely have to rely on
 12 transmission by radio or things like that?

13 **A.** Obviously, if you're working alone, you're single-crewed
 14 then yes they would, because they wouldn't be able to
 15 access it when they're driving, but obviously if they're
 16 double-crewed then that's more likely when it would
 17 happen.

18 **Q.** Broadly what's the split between single-crewed and
 19 double-crewed vehicles?

20 **A.** Most of the time they'll be single-crewed during a day
 21 shift and a late shift, but on night shifts it's more
 22 likely to be double-crewed. We always try to make sure
 23 there is a double crew, and often, based on the threat
 24 and risk, it's about how many mobiles that we would send
 25 to an incident.

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- 1 Q. How widely is NICHE used nationally?
 2 A. I believe there's now 28 forces that use it, but I would
 3 probably need to follow up with that just confirmation.
 4 I can say that the East Midlands and the City of London,
 5 we're one collaboration that uses the same NICHE system.
 6 Q. In terms of NICHE, would recorded crimes or intelligence
 7 from police forces that don't use NICHE appear on that
 8 system?
 9 A. No, they wouldn't.
 10 Q. So does that include warrants? So if a warrant has been
 11 issued in a particular county with a police force that
 12 doesn't use NICHE, would that appear on NICHE?
 13 A. No, it wouldn't. If it's not in our collaboration, then
 14 we wouldn't see it. If it was outside the East Midlands
 15 and the City of London, we'd be reliant on the Police
 16 National Computer, PNC, to give us all that detail.
 17 Q. That's why officers would usually check both Police
 18 National Computer and NICHE for any intelligence; is
 19 that right?
 20 A. Yeah, as the officers have given in evidence, that would
 21 be a basic check that would be expected.
 22 Q. Does NICHE tend to contain more detail than the Police
 23 National Computer or is it about the same?
 24 A. It contains different details. Obviously the PNC
 25 contains the details of the conviction data, about which

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- 1 Policing area, we have a system in place where the task
 2 we get given to individual officers to have the
 3 responsibility to action that warrant. We actually have
 4 a risk assessment process where we have a different
 5 prioritisation around the warrants, and each local
 6 inspector is responsible for making sure that around our
 7 performance and delivery around those warrants, and
 8 making sure that we are actioning them, and we've also
 9 introduced a computer system on Power BI that would tell
 10 me how many warrants are outstanding, how long they'd
 11 been outstanding for and what grade they are; and on
 12 a weekly basis, the inspector will know exactly how many
 13 warrants have been issued that week, how many recalls to
 14 prison have been done, and then how they're going to be
 15 actioned and what resources would be put to action them.
 16 But they are prioritised in different tiers.
 17 Q. If an outstanding warrant is discovered during an
 18 intelligence check or put in looking at a suspect during
 19 the course of an investigation, what's the process then?
 20 A. Well, if it was a warrant obviously in Leicestershire,
 21 then we want to be executing it. If it's linked with
 22 a crime, there are some certain elements around the
 23 Police and Crime Evidence Act that we have to consider
 24 in that, once we've executed the warrant, we have to
 25 take them to the first available court. So often what

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- 1 court they went to, what the outcome of the court was,
 2 whereas NICHE would contain all the details around the
 3 crime, the intelligence, but it would also give you
 4 access to statements and other information that was
 5 being part of that case.
 6 Q. So is it fair to say there's a wider intelligence
 7 picture you can get from NICHE when things are recorded
 8 on there?
 9 A. Yes, in your Force area, but if it's from out side your
 10 Force area, you would have to use PND, the Police
 11 National Database, to be able to get that information.
 12 Q. In respect of warrants, how are those currently in force
 13 at Leicestershire Police? What's the process for doing
 14 that?
 15 A. Okay, so if a warrant is issued by one of the courts,
 16 then what happens is it gets sent direct into my
 17 warrants team. It would also get automatically updated
 18 on to PNC that there's a warrant been issued. The
 19 warrants team would update NICHE. That creates a task.
 20 It's then sent out to each local neighbourhood area.
 21 Decisions based on where we think it's most likely to
 22 catch the offender, so therefore if they've given the
 23 most recent address it would go to that local
 24 Neighbourhood Policing area.
 25 Once it's arrived in that local Neighbourhood

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- 1 you'll find is that the investigation and the crime will
 2 get dealt with first. Once you've -- if they've been in
 3 custody, you finish dealing with them in custody and
 4 then you execute the warrant to take them to court so
 5 they don't get released, they go straight to the court
 6 so they've got to be remanded if it's not backed for
 7 bail.
 8 Q. What about an out of area warrant?
 9 A. If it's an out-of-area warrant, then my expectation is
 10 we would, if we want the person, as in this case, then
 11 we would liaise with the other police forces to make
 12 sure that we can progress the investigation.
 13 Q. If we could just look at some of the training material
 14 for NICHE and the Police National Computer, and if we
 15 could, please, have on the screen LEPF0000099, page 1,
 16 to begin with, please. This is training "Introduction
 17 to NICHE and PRONTO" and it's a lesson plan.
 18 If we could put up page 3, please. At the bottom
 19 box we see "Lesson objectives" regarding NICHE, Pronto,
 20 and the PNC. This seems to cover how to use these
 21 systems, but not when to use them and when those
 22 functions are useful or indeed required.
 23 Is that something the training would cover?
 24 A. The actual NICHE training would cover that, yes, but
 25 actually the fact that you need to check the system for

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1 a suspect to get the details, looking at how to update
 2 a crime would be also part of the other lessons. So if
 3 you were getting to what how to investigate crime, it
 4 would be a reference to the NICHE system. So it would
 5 be a continuum to remind people that this is how you use
 6 the system. The NICHE training is the actual physical
 7 element around how do I work the computer and how do
 8 I actually work through the computer system rather than
 9 the elements of the investigation.

10 **Q.** The aspect of the training for that, just generally
 11 speaking, what makes a good investigation for a police
 12 officer?

13 **A.** Well, we have a number of different elements that we
 14 focus on on the training. It works around the five
 15 building blocks of investigation. That would be the
 16 main aim linked with the national decision model to make
 17 sure we made the right decisions, but the five building
 18 blocks, and that is: to preserve life first; to identify
 19 the victim and do the work around support around the
 20 victim; identify the suspect and do the work around the
 21 risk assessments around the suspects, working out how
 22 they are; to secure and preserve evidence to make sure
 23 that we get the CCTV digital elements. Each of those
 24 building blocks build to a good investigation with the
 25 right mindset to obviously make sure that we can detect

41

1 trained?

2 **A.** Yes, that's correct.

3 **Q.** That can come down now. Thank you.

4 You've mentioned volume crime investigations, in
 5 respect of PIP level 1. Could you explain what a volume
 6 crime investigation is?

7 **A.** It's an investigation where we think there are some
 8 active lines of enquiry where we think that we can
 9 detect the crime. So we have a number of different
 10 investigation levels. The first one would be we don't
 11 think there's any lines of enquiry that we need to file
 12 the crime; the second one is more around desk-based
 13 investigation, so we think there may be some
 14 opportunities, we want to explore those, but we'll do it
 15 through contacting different businesses or victims, via
 16 the phone or digitally.

17 The third one is a volume crime where we are going
 18 to go out, we're going to do the investigation because
 19 we've got to physically recover CCTV, we've got to
 20 physically look at digital evidence, et cetera.

21 Your level 4 is more your serious sort of CID
 22 investigations, leading to more complex crimes, armed
 23 robberies, those sort of things. Then level 5 is your
 24 major sort of murder investigations.

25 **Q.** Are there particular categories of crime which get

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1 the crime.

2 **Q.** Do you think there is a mindset that investigators
 3 should have?

4 **A.** I think, obviously, we want to make sure that we can get
 5 a positive outcome for the victim in relation to the
 6 crime that's been reported.

7 **Q.** If we could have next up on screen, please, LEPF0000094.
 8 And this is part of the investigations training.
 9 Could you just explain what PIP level 1 is?

10 **A.** So the Professionalising Investigation Programme is
 11 a four-stage programme. So you'd have PIP1, PIP2, PIP3
 12 and PIP4 and it works through the levels of the
 13 investigation. So PIP1 is your type of volume crime,
 14 it's what we give all our police constables.

15 If you go to PIP2, that would be our detectives, our
 16 CID and specialists.

17 PIP3 is around your Senior Investigating Officer,
 18 the people leading more major and critical serious
 19 investigations. Then PIP4 is the manage around complex
 20 sort of multiple serious and complex investigations and
 21 giving advice through those.

22 So PIP1, I believe, is a ten-day course that we
 23 invest into the basics of investigation, interviewing
 24 that we would expect our officers to be able to deliver.

25 **Q.** Is that something a level to which all officers are

42

1 assigned to the volume crime category?

2 **A.** It's more based on whether they're solvable and we have
 3 some solvable factors within our policies that we try to
 4 make sure that we can bring some consistency to our
 5 investigations.

6 **Q.** Who would actually do that allocation to a particular
 7 category?

8 **A.** So the initial assessment would be done by the crime
 9 manager on the local neighbourhood area, a new role that
 10 we've brought in, in November -- October/November 2023,
 11 which is they would make the assessment and make sure
 12 that it's in the right place to make sure the
 13 investigation can be taken forward.

14 **Q.** What about before that new role was brought in?

15 **A.** The new role before that it would have gone to the
 16 Response Sergeant, and indeed there the expectation
 17 would be they would have allocated the crime, conducted
 18 the initial investigation review, and then tracked it
 19 through with their shift.

20 **Q.** Would the history of a suspect, whether they've had
 21 a violent history or a history of mental health, matter
 22 in respect of that allocation?

23 **A.** It would look at the solvability, but we'd also look at
 24 the risk factors around the risk, an ongoing -- or is
 25 there an imminent risk in relation to that

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1 investigation?

2 **Q.** If we could have up on screen, please, LEPF0000095, and
3 this is the Investigation Standards Policy and
4 Procedure. Is this something that would generally be
5 available to officers?

6 **A.** Yes, we can access all our policies through our laptops
7 and mobile phone. We also have some additional apps and
8 manuals to help the individual officers. So we have an
9 app called "On the Scene" so an officer can literally
10 press into an app that's on all our individual phones
11 just to give them advice and guidance, and it's trying
12 to meet the requirements of these types of policies.

13 **Q.** Are officers introduced to these policies during
14 training?

15 **A.** Yes, they are.

16 **Q.** If we turn to, and have up on screen, please, page 29 of
17 this document. This is the service specification for
18 volume crimes. We see in the large box:
19 "Investigation is likely to include the following
20 elements:
21 "Proportionate scope of focused enquiries. Some
22 speculative ... by exception. Victim may play role in
23 gathering ... material ...
24 "Scene visit and in-person victim interaction at
25 discretion of investigator and supervisor."

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1 only have so many people to be able to allocate it to,
2 so, yes.

3 **Q.** In a sense, if you don't have those other officers,
4 these mitigating measures can't be taken to protect
5 workloads, can they? The system starts to fall apart
6 there.

7 **A.** Well, we have a system in place where the individual
8 sergeants would try to provide that protected time.
9 If they raise it through their inspectors, then we
10 do have a system through our daily management meeting to
11 try to give the protected time because we now -- well,
12 we recognise the challenges around making sure our crime
13 enquiries can progress.
14 So every morning on my daily management meeting,
15 chaired by a chief inspector, they will say how many
16 deployable resources that we've got, and then how many
17 have been put on to crime enquiries to try to give them
18 that protected time.
19 The challenges you've heard, during the evidence
20 that's been given, is if emergencies come in that need
21 us to respond to, then we have to prioritise risk. Our,
22 obviously, main aim is preservation of life. So
23 therefore, you know, officers will be taken from
24 protected time. It's not what I'd like to happen but it
25 is a reality of what does happen.

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1 Does that indicate it's a relatively limited
2 investigation here?

3 **A.** No, it doesn't. It just means that we were likely
4 trying to make sure that we've got those focused
5 inquiries where we can get the best evidence back.
6 I think one of the things nowadays with technology, we
7 have brand new systems to support officers that we can
8 send -- just for an example, we can send a text message
9 to a victim, they can open that text message up, and we
10 can have what would look like a Facetime with them. So
11 actually, we don't physically always have to go to the
12 scene anymore, we do try and meet the victims' needs and
13 do our investigation in a different way as well as the
14 more traditional way.

15 **Q.** If we could have page 24 of the same document on the
16 screen. Thank you. This is a document which the
17 Inquiry has already been taken to. It sets out, really,
18 the measures to monitor and mitigate officers' workload
19 when investigating, doesn't it?

20 **A.** It does.

21 **Q.** Some of those measures, reducing new allocations,
22 ceasing new allocations, ring-fencing shifts, those
23 depend on having other officers in the team who can pick
24 up those allocations, doesn't it?

25 **A.** Obviously there's an amount of work that comes in and we

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1 **Q.** Then in general terms, are issues with workload and
2 resourcing matters which have come to your attention,
3 been raised with you, in Leicestershire Police?

4 **A.** Yes, and we -- as obviously we made quite significant
5 changes to our operating model based on the fact that
6 our audits were telling us that we'd -- the standards of
7 our investigation weren't to the high enough standard
8 that we wanted to achieve; that our staff were telling
9 us that they were struggling with the demand and the
10 strain of that. So we've made a number of changes to
11 try and alleviate some of those pressures, to improve
12 our standards of investigation, and detect more crime.
13 Some of the challenges we've got around that context
14 of what's coming in, the budgetary pressures and some of
15 the other pressures on policing do make quite
16 a significant difference to that.

17 **Q.** You're referring there to the introduction of crime
18 managers, are you?

19 **A.** Yes, so a number of different options actually. So we
20 split our -- so we -- we have a system in place that had
21 been centralised historically where response officers
22 didn't take any crime investigation, and we had
23 centralised teams and just response officers just handed
24 their crimes over but that was providing a really poor
25 service to victims. We weren't getting continuity.

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1 Some of those officers had, you know, 40-plus
2 investigations to manage which was just not achievable
3 to maintain a good service to victims.

4 So we'd changed our system. We obviously, still
5 with the demand coming in, the new system needed some
6 more changes because the response officers were under so
7 much pressure around trying to investigate the crimes
8 and respond to 999, so what we did is we introduced
9 the -- we split our city and county, putting new
10 management in that. Our larger neighbourhood areas, we
11 again we split those by putting another inspector in.
12 We centralised -- sorry, we moved the centralisation of
13 shift sergeants and put all the focus on the geographic
14 local base, so we moved from a centralised function to
15 a geographic base.

16 As part of that though, we recognise still the
17 pressure on our frontline sergeants, so we introduced
18 two new roles, one was the crime manager, one was the
19 performance manager, and what they're there to do is to
20 stop -- the shift sergeant no longer has to allocate the
21 crime to put an investigative review on in ten days; the
22 crime manager will do that and they will make sure
23 they're there to mentor and support the response
24 officers, but also mentor and support the sergeants
25 because they're also very young in service. As you've

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1 they have to record and how they record it.

2 Just simple things like if I arrest somebody and put
3 handcuffs on, it was taking us about 20 minutes to fill
4 the form in. We arrest 1200 to 1300 people a month.
5 We're doing a 20 -- just under 20-minute form. The IT
6 is there to now make it a seven minute form.

7 Personally, as the Chief Constable, I don't think we
8 should be doing the form, but it's a government mandate
9 that we have to do it. So again, we're looking at how
10 can we put more efficiency in place to help take the
11 pressure off our frontline officers.

12 **Q.** Is that something you've heard in your role be fed back
13 to you: that having to fill out forms and the
14 bureaucracy involved in that, hampers police officers
15 going out and responding to incidents who are
16 investigating crimes, and the time they can dedicate to
17 that?

18 **A.** I think that that, plus the amount of demand and calls
19 for service that we get. You know, we have around 1500
20 calls for service on an average day. On some days, it
21 far, far exceeds that, and that's why it causes a demand
22 that we need to try and make sure that we can do the
23 same task investigation but in a more efficient manner
24 to make sure that we can do what's right, do a good
25 standard of investigation, as we haven't in this case,

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1 seen with a lot of people who have been coming to this
2 Inquiry, we have quite a lot of young service officers.

3 So we put an experienced detective sergeant into
4 every one of my neighbourhood areas to try and support
5 the Neighbourhood Response Sergeant and the response
6 officers themselves.

7 We've also done a number of things around the
8 demand. So recognising that it's really busy, but we're
9 not getting more people, actually, we've got less police
10 officers, police staff and PCSOs than we had in 2010,
11 but we have far much more demand, calls for service, and
12 complexity.

13 We recognise -- we're still shrinking, you know,
14 we've took £23 million out of the organisation in the
15 last three years. We've got to take four million out
16 this year which we're on play to do. Next year we've
17 got to take nine million out. So we're going to be
18 continuing to reduce our resource based on the funding
19 that we're provided.

20 As a result of that we've been working really hard,
21 had an assistant chief constable leading a project
22 around efficiency, to make sure that we can bring in IT
23 to automatically do redaction. We are using things like
24 AI in a safe way in live policy to try and take some of
25 the pressure off our response officers in terms of what

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1 and to make sure that we can meet the standards that we
2 want to achieve.

3 **Q.** If we could have now on the screen LEPF0000096, please,
4 in respect of body-worn video footage. When you're
5 speaking, please could you slow down a bit.

6 **A.** Sorry.

7 **Q.** Just to make it easier for everyone to follow and for
8 the transcript to be typed. Thank you.

9 **THE CHAIR:** Yes.

10 **MR IVORY:** In terms of this policy, is this something
11 covered by training for student officers?

12 **A.** Yes, it is.

13 **Q.** If we go, please, to page 24 of this document, and at
14 4.2, we see the details of the retention period of
15 31 days, if body-worn footage isn't marked as
16 evidential. Why is it 31 days as the retention period
17 for such footage?

18 **A.** I believe it's because we've got duties under the Data
19 Protection Act that we can only keep certain data for so
20 long, and I believe it's national guidance in relation
21 to that to meet our legal obligations. We have made
22 some changes to make sure it is clearer on our system
23 for our officers that it is, if they tick it as
24 non-*(unclear)* it is only kept for 31 days, and we also
25 have a safeguard in place(?) that we can retrieve it

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1 past 31 days now for a three-month period, but once
2 that's gone we can't recover it.

3 **Q.** What are the changes that have been made to make it
4 clearer to officers?

5 **A.** My understanding is that what appears(?) before you tick
6 "non-evidentially" it now says it'll only be retained
7 for 31 days, so it makes -- even though it was in the
8 training, people are aware of it, as we've heard in the
9 evidence today, what we wanted to make sure is that it's
10 really clear on our system.

11 **Q.** Can the footage after 31 days be deleted -- sorry, be
12 retrieved, and what is the period in which it can be
13 retrieved? Is there a limit to that?

14 **A.** There is a limit. We believe it -- I've been informed
15 it's three months now, and that's as part of our cyber
16 resilience processes we've made sure that we can
17 retrieve certain data and it would include the body-worn
18 video.

19 **Q.** Is it a common request, do you know, for deleted footage
20 to be retrieved?

21 **A.** I would have to come back to the Inquiry to tell you how
22 often that is actually requested, but it is something
23 that is done within those 31 days that people do change
24 it, yes.

25 **Q.** In terms of retention, the determination, or the

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1 to have an understanding of what evidence would be
2 presented in court.

3 **Q.** Is there any sampling or monitoring of body-worn footage
4 which is retained or not retained to see whether the
5 policy is being complied with that the right footage is
6 being retained and the right footage is being deleted?

7 **A.** We do a lot of dip sampling of the body-worn video in
8 relation to the performance of the officers and we have
9 that externally reviewed as well in relation to things
10 like stop and search, but I'm not aware whether we dip
11 sample it in relation to whether we got the retention
12 decision right. I would have to come back to you, if
13 that was okay.

14 **Q.** Thank you. That can come down from the screen now.
15 Thank you.

16 Information sharing. If we start with the police
17 and universities, the Inquiry has heard a lot of
18 evidence about issues with information sharing between
19 police and other agencies. Do you know whether
20 Leicestershire Police has information-sharing agreements
21 with the universities in its area?

22 **A.** Yes, I do. So we have an information-sharing agreement
23 with a number of our strategic partners, that's across
24 the NHS and the local authorities and a number of
25 charities for about ten years. That gives us the

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1 decision whether body-worn video footage is evidential
2 or not is the key point, isn't it?

3 **A.** It is a key point, yes.

4 **Q.** If we could turn, please, to page 5 of this same
5 document, and at the top you'll see a definition for
6 evidence:

7 "Any matter of fact that a party to a lawsuit offers
8 to prove or disprove an issue in the case. A system of
9 rules and standards that is used to determine which
10 facts may be omitted, and to what extent a judge or jury
11 may consider those facts, as proof of a particular issue
12 in a lawsuit."

13 It sounds like something taken from a legal
14 dictionary or a dictionary of some sort, doesn't it,
15 that definition?

16 **A.** Yeah, I think I would say that it's -- yeah, it does use
17 some words that aren't -- wouldn't be seen as sort of
18 normal English, but I think it points out that evidence
19 is the definition that's used through the court system.

20 **Q.** It's not going to be, though, particularly helpful to an
21 officer who's resorting to this policy to inform
22 themselves whether the footage is evidential or not, is
23 it, this definition?

24 **A.** I think though we teach our officers the rules of
25 evidence as part of their training and we'd expect them

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1 ability to have a starting point that we're going to
2 share information. However, it still requires us to
3 meet legal requirements to the Data Protection Act to be
4 really clear around what the purpose that we're going to
5 share the information is, only share as far as required,
6 and we have to make sure that the people we're sharing
7 it with have got the ability to manage that information
8 properly.

9 So we do have those in place. Specifically in
10 relation to universities, because they don't have
11 a statutory requirement in the same way as some of those
12 other agencies, we have an individual
13 information-sharing agreement with them, and obviously
14 for Leicestershire we have three, obviously top
15 universities in our area. So we do have that and we do
16 share information with them.

17 **Q.** Is that two-way information sharing between police
18 passing information to the university and the university
19 can pass information to the police?

20 **A.** Yes, if it's obviously crime or harm or risk related, it
21 does depend on the individual factors that are there.
22 For example, if a student was arrested for shoplifting,
23 then that's not going to be likely to be shared.
24 However, if there was a threat or risk within -- from
25 a student to a student then -- and we were working with

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1 them to try to problem solve and prevent crime -- then
2 we would share that information.

3 **Q.** So the type or kind of information which can be shared,
4 is that correlated to risk, an assessment of risk; is
5 that how it works?

6 **A.** Assessment of risk, but also assessment with the Data
7 Protection Act that we can meet our legal obligations.

8 **Q.** One of the themes we've had from the evidence more
9 widely is at least that the perception that GDPR and
10 data protection rules are a barrier to information
11 sharing, and people are reluctant to share information
12 for fear of falling foul of the GDPR. Is that something
13 you've seen or heard about in your role?

14 **A.** I would say that that's a fair reflection: that people
15 are very aware of not sharing information. You only
16 have to look about how many forms my frontline officers
17 have to do around Data Protection Act forms where they
18 have to fill in all the material to get often quite
19 minor or basic information back out from an
20 organisation.

21 So yes. I would also say, though, that just on an
22 operational perspective, we share over 25,000 -- or
23 24-25,000 reports of vulnerability with our partners
24 every year. That works out to about 60 reports a day,
25 so we are sharing a lot of information around vulnerable

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1 otherwise, no.

2 **Q.** Does Leicestershire Police still use street triage
3 teams?

4 **A.** We have. We were one of the first to have a mental
5 health -- we call it the mental health car, a triage
6 car. Yes, we still use that. They operate, I believe,
7 between ten and two in the morning every day, and they
8 would -- they're very active. I think they review about
9 700 incidents a month together, as the police officer
10 and the mental health nurse that operate that car and
11 those hours.

12 **Q.** During your career, since 1999 you started as a response
13 officer. Have you seen a trend in the number of mental
14 health incidents the police is dealing with?

15 **A.** I think that it -- in the past it might not have been
16 recorded in the same way, but now, when you look at my
17 systems about the amount of crimes that are linked to
18 mental health or have a link to mental health, it is
19 a lot more apparent within the systems, a lot more
20 people treated within the community.

21 We've worked really hard with the Leicestershire
22 Partnership Trust to help reduce the demand on policing
23 that's caused by mental health, and we've had
24 a partnership ongoing for some time in relation to that.

25 **Q.** What does that partnership involve?

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1 adults and vulnerable children on a daily basis.

2 **Q.** In terms of information sharing with NHS Trusts and
3 mental health services, do you have information-sharing
4 agreements in place with them or do you not need to?

5 **A.** No, we do need to and we have one overarching one that
6 covers a number of the different agencies that were also
7 signed up to across the partnership in Leicester,
8 Leicestershire and Rutland.

9 **Q.** What kinds of information gets shared under those?

10 **A.** Well, it would depend on the circumstances of the
11 information, again, because whatever information, we've
12 got to meet our requirements under the Data Protection
13 Act, but that could be sharing information around risk
14 around an individual. Those type of things.

15 **Q.** Is there any ability for response officers or
16 investigating officers to have access to patient record
17 systems?

18 **A.** No, there's not.

19 **Q.** Do you think the access level you have is sufficient?

20 **A.** The only access that we really have is when we're
21 working in collaboration with another agency. So in my
22 safeguarding department protecting children or in the
23 custody suite where we do have nurses and mental health
24 nurses, they can access their own data and then they can
25 share what they assess as relevant with us. But

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1 **A.** That partnership involves my -- a strategic level and
2 assistant chief constable meeting with the senior leads
3 from the NHS, and in particular, Leicestershire
4 Partnership Trust that are commissioned to deliver
5 mental health services. It then moved down to a monthly
6 tactical meeting that would look at all the incidents
7 where we've had a section 136, which is where we've used
8 mental health legislation where we've had an issue with
9 our place of safety, or where we've said we're not going
10 to respond to an incident because we're not the right
11 agency to do so.

12 **Q.** We've heard some evidence about a post-pandemic boom in
13 mental health incidents and police dealing with them.
14 Is that something you've seen?

15 **A.** I think we've seen an increase in complexity around
16 different incidents, but in relation to the data I'd
17 have to come back to you to just be able to help the
18 Inquiry.

19 **Q.** We've also heard evidence about Right Care, Right Place
20 (*sic*), and that affecting how police respond to
21 incidents and the frequency of which they respond to
22 mental health incidents. Has that affected how
23 Leicestershire Police respond to these incidents?

24 **A.** So because we've been working with our partners probably
25 before Right Care, Right Person came out, but actually

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1 we do work to those protocols and that -- what that
2 does, it tries to make sure that the right people with
3 the right skills are responding to the people with
4 mental health, because often the evidence base and the
5 concordat and the HMIC review into mental health in
6 about 2018, and other reports have said that policing
7 aren't the right agency to respond, and actually, there
8 should be upstream and the mental health hopefully
9 should be preventing or stopping that demand coming into
10 policing.

11 **MR IVORY:** I have no further questions.

12 Ms Cartwright may have some questions for you.

13 **THE CHAIR:** Yes, thank you.

14 **Questioned by MS CARTWRIGHT**

15 **MS CARTWRIGHT:** Good afternoon, Temporary Chief Constable.

16 Can I ask you first around really what you'd
17 describe as the basics to Mr Ivory around policing. You
18 dealt with the building blocks but in doing so you
19 reference the National Decision Model.

20 Perhaps for completeness could we just briefly
21 display LEPF0000094 at page 10. It's internal page 10,
22 please.

23 Again, same image but a different format of
24 essentially the basics of the National Decision Model,
25 which is to embed into all policing; would you agree?

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1 that they believe it's a basic. It's part of our
2 policy, it's part of our training, and yes, I would say
3 that that would be a basic check.

4 **Q.** Thank you. I think you've confirmed in the evidence
5 you've provided that both of the officers, both the
6 student and the tutor had had the training in the PNC
7 and full ability to access the PNC; is that correct?

8 **A.** Yes, that's correct.

9 **Q.** Thank you. Then in terms of -- you've been through with
10 Mr Ivory, the systems but certainly NICHE and the
11 collaboration that exists, we can see that plainly you
12 had access to Nottingham Police NICHE entries by
13 reference to VC.

14 **A.** Yes, our NICHE shared with Nottingham Police.

15 **Q.** Again, in terms of NICHE's functionality,
16 notwithstanding that there can be a number of
17 occurrences on NICHE, it's right, isn't it, that
18 essentially NICHE creates a master record for a nominal,
19 that essentially enables it to be easy to use and
20 navigate when you're accessing NICHE?

21 **A.** Yeah, NICHE is obviously still a computer system.
22 I think it depends on people's -- how they would
23 interpret it as an individual on whether it's easy to
24 operate.

25 **Q.** But then can I also ask you, because there's reference

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1 **A.** Yes, it's a fundamental part of policing.

2 **Q.** Thank you. I think we can see there two of the
3 fundamentals include gathering information and
4 intelligence to enable to assess threat and risk and
5 develop a working strategy.

6 **A.** Yes, that's correct.

7 **Q.** Thank you. I think if we just look the page before,
8 which is part of the training, as well, because we see
9 at the heart of the National Decision Model the Code of
10 Ethics and making ethical decisions.

11 Essentially I'm not going to read what's on the page
12 there but I think that, in a fairly basic way, sets out
13 why all officers performing their day-to-day tasks
14 should have that at the heart of what they do, including
15 what is expected from the Code of Ethics around
16 section 7, we can see there in the bullet points; is
17 that correct?

18 **A.** Yes, that's what we do align ourselves with.

19 **Q.** Thank you. So I think you've essentially said what the
20 basics are: to identify the victim, to identify the
21 suspect, perform a risk assessment. To do so, would you
22 agree that it's fundamentally basic that the officers
23 check the systems available to them through NICHE, PNC
24 and PND?

25 **A.** I think we've heard the officers in evidence already say

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1 also to another search functionality or system called
2 Genie. Can you just help us with Genie, because my
3 understanding is that that enables searches across the
4 intelligence systems in respect of individuals. Could
5 you please just help us about Genie?

6 **A.** Yes, so we have a number of different policing systems,
7 whether that's the anti-social behaviour system called
8 Sentinel, NICHE, whether you've got the firearms
9 licensing database, the vehicle DVLA database, we've got
10 a number of different databases that you would like to
11 access. What Leicestershire Police did is they built
12 a system that if you put in the details it would
13 automatically search a number of databases, and Genie is
14 our system that does that.

15 **Q.** Thank you. Now can I just go back to the body-worn
16 footage issue, and you've obviously dealt with the
17 system and how it had a 31-day retention. You've now
18 said that there's an ability to even retrieve footage,
19 three months. But was that not also the position in
20 2023, that because the footage is essentially stored on
21 a cloud-based system, that there was an ability to
22 retrieve deleted footage by asking for a further
23 interrogation of the cloud, particularly the nearer to
24 its deletion date?

25 **A.** Yeah, I think with the work that we did, that would have

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1 still been accessible till October 2023. We should have
 2 been able to recover that. Obviously the request that
 3 we've had, as in from a Force perspective, didn't start
 4 till February 2024, so we'd already missed that
 5 opportunity. But just to give you some reassurance, we
 6 took a number of steps to try different ways to recover
 7 that footage which we were unable to do.

8 **Q.** Thank you for that helpful clarification. But in terms
 9 of the requests that came from Nottingham Police, that
 10 went to PC Perkins, Amos-Perkins, that was happening,
 11 essentially, in the middle of June.

12 **A.** Yeah, that --

13 **Q.** Sorry.

14 **A.** -- sorry. That's correct. I'll need to just come back
 15 to you in relation to these specific times about why we
 16 weren't able to give that at that time, to the frontline
 17 sergeant. But obviously I did hear in evidence that the
 18 sergeant had asked the IT department to be able to
 19 retrieve that.

20 **Q.** But you're saying essentially, if further checks had
 21 been made in June of 2023, that body-worn footage would
 22 still have been available until the October?

23 **A.** Yeah, I just need to check because I know from our cyber
 24 resilience work that we've been doing, we've created the
 25 capability to be able to recover that material now for
 65

1 information, they have all the detail around how any
 2 misconduct process would occur.

3 Leicestershire Police are a stakeholder in that, you
 4 know. When it comes to me, I will react to make sure
 5 that, you know, do what's within my power, that at the
 6 moment, and previously, it would be the IOPC that had
 7 that responsibility from my understanding.

8 **MS CARTWRIGHT:** Thank you. Thank you for answering my
 9 questions.

10 **THE CHAIR:** Thank you.
 11 Yes, Mr Berry.

12 **Questioned by MR BERRY**

13 **MR BERRY:** Thank you, Chair. Chief Constable, I'm going to
 14 ask you questions on five short themes: demand,
 15 improvements, mental health, risk assessment and
 16 information sharing.

17 Starting with demand. In May, June 2023, what was
 18 the level of demand on Leicestershire Police?

19 **A.** So obviously we track our level of calls for service all
 20 the time. So I know that our average is around 1,500
 21 calls for service today. I know that on 5 May we had
 22 over 1,950 calls for service that day. I would expect
 23 that to be around 500 emergency 999 calls into our
 24 Control Room. On that day it was in excess of 650.

25 Just to put it into context around the May and June
 67

1 three months.

2 **Q.** So would you agree, in terms of a further regrettable
 3 lost opportunity here, it's that actually, had further
 4 interrogation taken place of Leicester systems --

5 **THE CHAIR:** Ms Cartwright, we've agreed that we aren't going
 6 to ask questions about the individual cases.

7 **MS CARTWRIGHT:** Right.

8 Then finally one question, please, and it goes to
 9 the misconduct and I don't want to get into the details
 10 of it, but you'll have had in the evidence pack provided
 11 to you, I think, some emails with correspondence
 12 relating to the bereaved. It's really a question around
 13 the principles of fairness and transparency, because the
 14 survivors have not been involved in the updates
 15 regarding misconduct and they very much, as victims of
 16 VC's attempted murder, would very much value being kept
 17 up-to-date in respect of the misconduct. From the
 18 perspective of fairness and transparency, do you know
 19 why they've not been contacted to date?

20 **A.** Obviously, with hindsight, then, we'd want to make sure
 21 that they do get the updates, recognising the impact is
 22 horrific -- the impact of the offences on them.

23 What I would say is that the contact is -- obviously
 24 the league is the IOPC, they are the people that have
 25 had all the contact, all the -- they have all the
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1 of 2023, the May had over 20,000 999 calls. June had
 2 22,000. That was 3,000 more 999 calls than in
 3 April 2023. 3,000 more calls than in May 2022, and
 4 actually, if you then look at May 2024, there was 3,000
 5 less. So that May and June was extremely busy for us.

6 **Q.** More generally, even today, are you able to meet the
 7 demand you face in the way that you, as Chief Constable,
 8 would wish to?

9 **A.** Okay, well, as I answer that, what I want to be really
 10 clear with the Inquiry is that we've acknowledged that
 11 the officers hadn't met the standard of investigation
 12 that we would want. We acknowledge that as an
 13 organisation, and I apologise for that. But in relation
 14 to your actual question, no, I don't think we have the
 15 resources that we require to meet the demands that we
 16 face. That's not something, I'm just saying to this
 17 Inquiry, that is something I've publicly said in
 18 Leicester, written to the Police Minister and it's
 19 obviously gone to the Police and Crime Panel in
 20 Leicestershire in recent months.

21 **Q.** In order to meet that demand, do you have to prioritise
 22 both at a force level and an individual officer level?

23 **A.** Yes, we do.

24 **Q.** Turning to improvements. While you're not able to
 25 reduce the demand on the force, have you made attempts
 68

1 to meet or address that demand more efficiently?
 2 **A.** Yes, we have, and as I've outlined, I want to highlight
 3 it's also a continuous process, that we're also trying
 4 to do that. So sort of four clear areas, really. I've
 5 gone through the structure earlier, how we've changed
 6 our structures. We've tried to invest more at the front
 7 end geographically based locally to support our
 8 officers.

9 The second area that we've already invested in is
 10 around our training. We've invested in a new tutors
 11 course, we have a new process about how tutors are
 12 selected and how they undertake their role.

13 We've invested in the academy, our own training
 14 academy. We're now licensed by the College of Policing
 15 to deliver our own leadership courses because we
 16 recognise we need to invest in our young leaders around
 17 that. We've also invested in trying to improve our
 18 standards of investigation through something called
 19 Operation Forefront and that includes new apps, new
 20 manuals, to try and give practically advice to our
 21 officers, and then, as I went through earlier, we've
 22 done a lot around demand.

23 What we've really focused on is around the young
 24 workforce, I've got a young, very young in service. So
 25 I just want to put that into context for you, I've got

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1 **Q.** How well equipped are your officers to deal with people
 2 with mental health issues?

3 **A.** I would say that we give an investment around training.
 4 However, they're not experts. There's people go on
 5 a lot of courses and, you know, go to university to
 6 study mental health. Our officers don't have that level
 7 of expertise.

8 **Q.** Risk management. Is it right that the police and other
 9 statutory agencies have established processes for
 10 managing risk posed by some categories of individuals?

11 **A.** Yes, that's correct.

12 **Q.** Examples would be Prevent; is that right?

13 **A.** Yes, Prevent, MAPPA, child protection, those type of
 14 things.

15 **Q.** Now, if we look at people who have previously been
 16 detained under a section of the Mental Health Act on the
 17 basis that they pose a risk to others but who are now in
 18 the community, who owns the ongoing risk posed by that
 19 cohort of individuals?

20 **A.** That would be mental health services.

21 **Q.** Is there an established multi-agency process for
 22 managing any ongoing risk posed by that cohort of
 23 individuals?

24 **A.** If there was a significant imminent risk, then you would
 25 have a potential dangerous person processed through the

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1 2,242 police officers at the moment, 800 brand new
 2 police officers came in between 2021 and 2024, and
 3 I lost over 500 experienced officers. So within that,
 4 around the 2023 period, 40 per cent of my workforce had
 5 less than five years' service. Now, we're just at about
 6 30 per cent. It's not improved that much. Just because
 7 of the way Government decisions have been made over many
 8 years around when we've recruited and when we've not, so
 9 therefore we have a really young, inexperienced
 10 workforce and what we've been trying to do is really
 11 invest in them, but also the leadership because my
 12 leadership is also very inexperienced.

13 **Q.** Thank you.

14 Mental health. In the last year or so, what
 15 proportion of incidents that Leicestershire Police have
 16 been called out to involve people with known or
 17 suspected mental health issues?

18 **A.** We would have the data around the incidents which I can
 19 get you. I think nationally they did a productivity
 20 review and it was around 8.9% nationally for the force,
 21 six forces that they did. However, I do know on my
 22 crime database, so we have around 90,000 crimes in
 23 a year, and we have about just under 60,000 non-crimes
 24 that are all recorded onto NICHE. Of those, you have in
 25 between 15-16% have a mental health marker.

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1 MAPPA type -- the MAPPA process is where we manage
 2 violent and sexual offenders through a statutory
 3 requirement, but I think the PDP process would be the
 4 one.

5 **Q.** Okay. Information sharing, finally. The established
 6 systems of risk assessment that we've just spoken about,
 7 do they involve an enhanced level of information
 8 sharing?

9 **A.** Yes, they do.

10 **Q.** Outside those processes, so where we have an individual
 11 who's not falling within one of those processes, how
 12 well placed are the police to assess the relevance of
 13 information they hold to any risk assessment that the
 14 NHS might be carrying out?

15 **A.** We're not well placed.

16 **Q.** Would it assist if the NHS identified people they wanted
 17 information on and with whom it should be shared?

18 **A.** Yes, of course. If we had a greater -- if everybody had
 19 greater information to make assessment, then that would
 20 be beneficial.

21 **Q.** Would another option be to give appropriate people
 22 within the NHS access to a system such as NICHE?

23 **A.** I think that that would be something that would be
 24 potential, for example, in Leicestershire we've given
 25 access to the Probation Service as a trial. Because we

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1 get requests coming in, we've got to give certain
2 information out, but to make sure that they're getting
3 the information that they need in a really timely
4 manner, then we've opened that up. So the powers that
5 be around nationally and the leaders around this would
6 need to make a decision around that, but I do think that
7 would be a -- that would be beneficial.

8 **Q.** Would that help to back down the barriers or perceived
9 barriers caused by GDPR and data protection legislation?

10 **A.** Yes, that would.

11 **MR BERRY:** Thank you, Chair. I have no further questions.

12 **THE CHAIR:** Thank you.

13 Questioned by THE CHAIR

14 **THE CHAIR:** Just picking up on that, of course Mr Berry has
15 asked you in general terms about people with mental
16 health problems and that can be a massive range, can't
17 it?

18 **A.** Yes, Chair. It really is, it's from your depression to
19 anxiety, to ADHD to schizophrenia to psychotic episodes
20 and then the complications around drink and drugs for
21 the frontline officers when people come -- coming to
22 people usually have hit a crisis point.

23 **THE CHAIR:** So it's not a one-size-fits-all solution as has
24 been suggested to you?

25 **A.** Oh no, no, it's not and obviously my officers, you know,

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1 **A.** Genie is the system that checks all the --

2 **THE CHAIR:** That's the search engine.

3 **A.** It's a search engine for Leicester Police, it's not --

4 **THE CHAIR:** What about the firearms database and the DVLA?
5 Would they all be on one system? Is that the idea?

6 **A.** I don't know which systems they've included in the
7 national NLEDS project. I would have to come back to
8 you, Chair.

9 **THE CHAIR:** I wasn't very clear, when I was looking at this,
10 what's meant by a "product-centred approach with
11 an iterative release of functionality". Perhaps I'm
12 just alone in that.

13 **A.** It probably just means that there's less systems for our
14 frontline officers to have to try and navigate, Ma'am.

15 **THE CHAIR:** Right, but the ideal, wouldn't it, would be to
16 have most of this information you need about individuals
17 in one place?

18 **A.** Yes, Chair, that would be most helpful.

19 **THE CHAIR:** As it is, as I understand it, you've got a group
20 of police forces in the East Midlands who all use NICHE
21 and the Metropolitan Police, but few others.

22 **A.** Yes, it's the City of London Police rather than the
23 Metropolitan, but yes, we're a collaboration that uses
24 that NICHE system. However, there are a number of other
25 forces. Clearly, it would be better if all of us were

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1 we try to identify a vulnerability and report the
2 vulnerability. We don't try to assess what the
3 actual -- actual issue or concern is for the individual.

4 **THE CHAIR:** Can I just go back to what you were saying about
5 computer systems and I think you've referred to your
6 STORM Incident system, the NICHE system, PNC and PND.
7 We also are, I believe, in the process, and some forces
8 moving to LEDS; is that right?

9 **A.** Yes, Ma'am.

10 **THE CHAIR:** Law Enforcement Data Service.

11 **A.** Yes, that's correct.

12 **THE CHAIR:** Because the College of Policing have anticipated
13 that would be enforced by this year?

14 **A.** It's starting to be rolled out, I understand, across
15 different forces. We will be one of the forces that
16 will take that up into the future. It's because PNCs is
17 1970s -- it's a 1976 system, so what they're doing
18 together is putting PND that came in around 2011 with
19 PNC, so we only have one system to check not these
20 multiple systems.

21 **THE CHAIR:** Well, I was going to ask, would that also
22 encompass NICHE?

23 **A.** Well, at the moment NICHE updates PND, so my
24 presumption, I'd have to confirm, is that yes, it would.

25 **THE CHAIR:** And Genie?

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1 on the one system nationally. That would be helpful.

2 **THE CHAIR:** Have you had any difficulties arising from the
3 fact that other forces have not been using the same
4 computer systems?

5 **A.** I think that when you -- well, you always have to go
6 through PND to identify -- as you do a PND check, one of
7 the challenges around PND is there's not every officer
8 has got a licence to operate it. You have to go to
9 somebody with the licence who then does the check.
10 Whereas PNC, every frontline officer can check that;
11 PND, you can't.

12 **THE CHAIR:** You referred, I think, to mobile phone app that
13 you have. I think it's called "On the scene", you said.

14 **A.** Yes.

15 **THE CHAIR:** Can you access the PNC on that app, on your
16 phone?

17 **A.** We can access the PNC. Again, we've got another system
18 called Pronto which is there to try and support our
19 response officers, that allows them to do a PNC check
20 and get details through NICHE as well.

21 **THE CHAIR:** Just on their phone, through a phone rather than
22 a laptop?

23 **A.** Yes, we've tried to issue all our officers with the
24 technology to try and aid them.

25 **THE CHAIR:** Thank you. There was only one other question

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1 that I had.
 2 Yes. Just in relation to enforcement of warrants
 3 from another force, you obviously have had
 4 a relationship with the other East Midlands police
 5 forces, and if it was a Nottinghamshire warrant, how
 6 would you go about dealing with that? Would there have
 7 to be an arrangement between you as to enforcement? To
 8 execution of a warrant not backed for bail, this is?
 9 **A.** I think the -- well, we can execute any warrant from
 10 anywhere, so if we come across somebody and we conduct
 11 a PNC check and they're wanted, they'll be arrested in
 12 our area.
 13 In relation to being proactive, it would be if we
 14 thought they were living in that area, we'd obviously
 15 either pass the task across to say, "Could you go and
 16 arrest them" or we'd do something together.
 17 **THE CHAIR:** Who would make that arrangement? How would it
 18 actually work if you prefer the other force to do the
 19 arrest?
 20 **A.** It would be a communication. So it could be through our
 21 warrants office. So we have a dedicated warrants office
 22 as do most forces, and it would do from warrants to
 23 warrants office. If it was more operational, it would
 24 be my local inspector or sergeant would make those
 25 connections.

1 If it's a Border Force, it's a lot easier because we
 2 have those relationships around that. If not, we'd have
 3 to just ring into their Control Room and make
 4 arrangements about who to speak to.
 5 **THE CHAIR:** Yes, thank you.
 6 Yes, that's all the questions that I have. Thank
 7 you. Right, I think we'll finish there for today and
 8 start tomorrow morning at 10.00.
 9 **(4.17 pm)**
 10 **(The hearing adjourned until 10.00 am the following day)**
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