

Reviewing the Reviewers The review of Homicides in the United Kingdom

Dean Jones¹, John Grieve², Becky Milne³

Abstract

Following numerous ‘failed’ cases at the criminal courts of appeal over the last decade, the principle of reviewing ongoing murder inquiries was adopted by the police forces of the United Kingdom. This study sets that process into the historical context and through a review of the literature, develops a benchmarked review template or ‘tool’ to assist the review of a murder inquiry against national policy, good practice and academic research. The tool was evaluated by an experimental group of six investigators examining a murder using the tool and comparisons made with a matched control group conducting a review on the same murder without using the tool. The resultant quantitative and qualitative analysis showed that the experimental group produced significantly more review comments which were of a consistently higher quality than the control group. From this research several recommendations are made, including the adoption of the review tool nationally through the National Police Improvement Agency. This research aims to assist reviewing officers’ to complete reviews in a more structured and consistent way, avoiding the pitfalls of flawed investigative mindset, identifying new lines of inquiry and capturing learning which can help future generations of senior investigators and lead to a perpetual cycle of professionalising the investigative process.

Keywords: Murder, Murder Inquiries, Case Review

¹ Dean Jones is a retired police officer with 30 years of service, mainly within the CID. He is an honorary fellow of University of Portsmouth and is currently the deputy chair of the ACPO Investigative Interviewing Steering Group. His email address is jones.dean@sky.com.

² Professor John Grieve is Professor Emeritus and Chair of the John Grieve Centre for Policing & Community Safety at London Metropolitan University, and a former Director of Intelligence for the Metropolitan Police. He has a long and distinguished history in the police service and was appointed CBE in the Millennium Honours list.

³ Becky Milne is a Principal Lecturer at ICJS, University of Portsmouth and a member of ACPO’s Investigative Interviewing Strategic Steering Group. In this article, the authors examine the recent activity of ACPO reviewing major crime investigations, particularly murder enquiries, to help reduce the likelihood of miscarriages of justice occurring in the future. The authors reflect upon the possible causes of flawed investigations that have led to miscarriages in the past, and examine the major academic work that supports the principle of reviewing Murder inquiries

Introduction

'No greater honour will ever be bestowed on an officer or a more profound duty imposed on him than when he is entrusted with the investigation of the death of a human being. It is his duty to find the facts regardless of colour or creed without prejudice and to let no power on earth deter him from presenting these facts to the court without regard to personality'

(Baca, 2001, p.1).

Murder review has received little attention in terms of academic research. The review process can be complex and highly technical and so the research outlined in this dissertation aimed to produce a 'reviewers tool' to aide the reviewer and take them through the process in small stages, each benchmarked against nationally approved good practice or empirical academic research. The review tool was evaluated using Senior Investigating Officers (SIOs) to see whether *the use of the review tool would significantly improve the quantity and quality of good and bad practice identified within a formal murder review*. The research focused upon review of murder investigations which are ongoing and 'live' and not historical or popularly described as 'cold case' reviews⁴, although the principles can be ascribed to both. The purpose of a live review is to support the SIO, and ensure that all proper lines of inquiry are being followed. There are some remarkable success stories in recent years as a result of cold case reviews. Following some historical and notable cases of murder investigations where the court of appeal upheld defense applications to quash convictions for murder in the eighties and nineties, the Association of Chief Police Officers (ACPO) issued *Revised Guidelines for Major Crime Review* in an attempt to stem the cases where police were perceived to have dealt with investigations in an unlawful or incompetent manner (ACPO, 1998a).

There are several reasons for a review of a murder investigation to be triggered. These can include new legislation, new information becoming available, evolving scientific advances, complaints and the requirement in the Human Rights legislation to keep undetected homicides under review and more frequently in the case of this study, the fact that the murder inquiry is unresolved. However, there is a good case to argue as does Dream (2005) that even resolved cases should be reviewed to identify learning, quality control and to identify possible issues affecting what could manifest into a miscarriage of justice. It is important to differentiate between an investigation and a review. An investigation is defined under the Criminal Investigations and Procedures Act 1996 as:

⁴ Cold case reviews, tend to be re-investigations of old undetected murders, whereas reviews of live inquiries run in parallel with the investigation actively being investigated. Cold cases may be re-opened due to the fact that new evidence comes to light, and thereby only a part review may be necessary. The term 'cold' in this context is derived from the fact that the investigation has normally ceased and all identified lines of inquiry have been pursued and no detection has been obtained.

'An inquiry to ascertain if an offence has been committed, to identify who is responsible and to gather admissible evidence to be placed before a judicial authority'.

A review is defined as:

'A constructive evaluation of the conduct of an investigation to ensure an objective and thorough investigation that has been conducted to national standards and which seeks to ensure investigative opportunities are not overlooked and that good practice is identified'

(Rogers, 2005, p.3).

The emphasis of the review is a rigorous, competent and ethical process in *support* of the SIO as opposed to a destructive criticism of the inquiry. Volume crime investigations are at the forefront of police delivery and government performance expectations, however if a single homicide investigation is brought into question there can be significant consequences in terms of public confidence across the whole of the police service. Few policing activities attract more attention than the investigation of murder. The public expect such offences to be investigated thoroughly to high professional standards and by officers who are skilled and experienced. Baca (2001, p.2) describes the responsibilities of a homicide investigator as:

'No other assignment has the watched potential for success or failure through individual effort. The actions bring enormous prestige and accolades, or deep discredit'.

The investigation of major crime such as murder is seen by the public as an index of police competence (Innes, 2003, p276). This was conceptualized by the mother of murdered schoolgirl Sara Payne when at the 2006 SIOs conference she stated:

"If you put a step wrong in one of these big cases, you will be guilty for hell freezing over" (Payne, 2006).

Advice from the Crown Prosecution Service (CPS) regarding the obligations of homicide investigation under Article 13⁵ of the European Convention on Human Rights is that the SIO and investigators are trained and experienced, they are supervised, and records are kept and that the inquiry is *reviewed* (ACPO, 2006, p 76). This is also commented upon by Grieve, Crego and Griffiths (2007, p.580).

The concept of reviewing inquiries whilst they are live is relatively new, and still controversial in some quarters. SIOs can be resistant to having another person or body examining their work, but

⁵ Records be kept for of the rationale for decisions involving human risk.

this will change in time as the process develops and as the '*emotional ownership*'⁶ of a murder inquiry on the part of the SIO evolves into an organizational ownership. This study is an attempt to assist in that development, in order that good and bad practice can be more readily identified by benchmarking against academically tested research, rather than using the reviewer's judgement which is as likely to be as inconsistent and subject to the same personal bias as the original investigation. It is all about learning and avoiding the mistakes of the past.

The aim of the research was therefore to produce a '*Murder Review Tool*' for a murder review which can be used to standardize and formalize the process and which will assist in the identification of strengths and weaknesses in an ongoing investigation and thereby reduce miscarriages of justice.

Methodology-Introduction

One of the prime aims of this research was to produce a template or 'tool' which can be effectively used by a reviewing officer to assist them in the review process. In order to assess the worth of using a structured and guided approach to conducting a review as opposed to the reviewing officer using their own knowledge, experience and skill, it was necessary to produce a draft *review tool* and then field test it. From this it was possible to draw some comparisons between investigator reviews both using the tool and a comparative group who did not use the tool.

Design

The review of the literature revealed that there had been a number of previous templates (add references). However no evidence could be found that these had been formally tested to see if they assisted in the review process. None of these templates contained a benchmark against which to judge the initial investigation but rather relied upon the reviewers own knowledge and experience. This tool was designed following an extensive literature search whereby the constituent parts of a murder investigation were identified through clearly defined literature groupings. The draft review tool was developed and structured in accordance with the Murder Manual chapters with each section containing a hyperlink connection with good practice policy and, where possible, academic research.

Evaluation of the tool was by way of a 2 x 2 functional design to test the results of an experimental group using the tool against a control group who did not use the tool. The independent variables were:

- Experience of the investigator in terms of both service and experience
- Use of the tool in the case of the experimental group, or non use of the tool in the case of the control group

⁶ Emotional Ownership is the undefined and perhaps irrational concept of a feeling of ownership over a situation or problem to the exclusion of others (Rigsbee, 2007).

The dependent variables were:

- Quantity of the comments made in each of 31 categories for both groups
- Quality of the comments made in each of 31 categories for both groups

Controls were put in place in terms of matched groups and the case which was reviewed was the same for both groups.

The research was looking for the existence of causal relationships between any differences in content quantity and quality between the control and experimental groups. Experimentation⁷ is the preferable strategy to identify such causal relationships (Robson, 1993, p.79). As Blalock (1964) notes that causal relationships are simpler to identify in experimental methodology than other strategies such as case studies or survey. Cause and effect are crucial to this research and one must be careful to ensure that the outcomes are due to the independent variables and not to some other extraneous influence.

This experimental style was more appropriate to field test the review tool than other research strategies such as survey and case study due to the fact that the results of the research can be more easily measured. Foster *et al* (2005) used a number of case studies to assess the impact of the review process on the wider world; however their research was concerned with outcomes, whereas this research is concerned with the process of conducting reviews.

Participants

Twelve police detective officers were selected for the study. They were divided equally into both the control and experimental groups. The two groups were similar in terms of demographic variables and both included three 'experienced' and three 'inexperienced' investigators in the area of murder investigation. The experienced participants were members of the Hampshire Constabulary Major Crime Department and had been the SIO of at least three murder investigations. The inexperienced participants had little or no experience of murder investigation and had never performed the role of SIO. The control and experimental groups were therefore of similar composition with the control group having a slightly higher experience profile. None of the participants were involved in the murder investigation subject to the study although they will have been aware of it.

Materials

Two templates were produced, one for the control and one for the experimental groups. The control group template was a front piece of simple instructions on the task and one expandable

⁷ Experimentation in the social sciences is normally the study of people and their behaviour and although it is outcomes from people which were being measured in this research, it did not seek to measure the performance of participants. In this sense this research was perhaps more akin to scientific research within a pseudo laboratory setting which made control mechanisms far easier to achieve.

text box on a standard word document. The experimental *review tool* was similar in appearance but divided into 31 bespoke categories.

These 31 categories or *classes* (Table 1) were identified through the literature search by reading policy documents, academic literature and consulting SIOs. They are broad headings, each with a number of sub headings⁸. The main identifying feature of each category was the fact that the academic work tended to concentrate on these same broad areas making them simple to identify to good practice and policy. Collectively, the 31 categories complete every area of a murder inquiry. The categories were arranged in accordance with the Murder Manual chapters for ease of reference. In order to provide the reviewer with a bench mark for each category a hyperlink reference was included.

Clear instructions were given within the document to ensure that the participants in both groups identified positive and negative aspects and also to ensure that the experimental group judged the inquiry against the benchmark and not solely relying upon their own knowledge and experience. The control group received no instructions in relation to benchmarking, but were permitted to consult the murder manual and any other document they wished. The tool was given to three SIOs for comment and to see if any areas were missed as well as being in consultation with the National Centre of Policing Excellence (NCPE) who manage the Murder Manual for consultation.

The murder that each participant in both the control and experimental groups examined was the murder of a 23 year old woman in 2004⁹. Due to the size (e.g. volume of information) of this murder it was not possible or reasonable to expect the 12 participants to review everything. In order to ensure that they all had a reasonable coverage of the 31 categories the following documents were supplied only¹⁰:

- The SIO policy log for the first two months of the inquiry, at a stage it was not detected
- The current situation report for the first two months of the inquiry (a daily summary of the case)
- The forensic summary for the first two months of the inquiry

The next of kin for the deceased victim were consulted and gave permission for the murder inquiry to be used as a basis for this study.

⁸ For example the category heading of 'witness management' includes; identification; treatment of witnesses; interview strategy; pre and post trial support as well as witness protection issues. The category of 'managing communication' includes internal communications through briefings and consultation within the service as well as external communication through the media and other mediums such as leaflet drops and poster campaigns.

⁹ This was a three year long inquiry which culminated in a conviction in December 2006. The case was therefore closed and within the public domain as a high profile case amongst the local media. The case had many hundreds of witnesses and thousands of forensic and non forensic exhibits.

¹⁰ These documents were chosen as it was estimated that the review could be achieved within a timescale of 8 to 12 hours and therefore not to impact too much upon the participants normal work schedule. The participants were allowed to complete this work in duty time.

Table 1 – The 31 Categories

1	SIO Policy Log
2	Initial Response
3	Fast Track Actions
4	Perennial Actions
5	Identification of the Enquiry Team and Key Roles
6	Missing Person Reports
7	Summary and Aim of the Investigation
8	Use of Hypotheses
9	Standard Analytical Products
10	Identification as to Links with other Crimes
11	Evidence of Review and Management Intervention
12	Multi-Agency and Partnership Working
13	Investigative Support
14	Identification of Scenes and Scene Parameters
15	Crime Scene Management
16	Forensic Strategy
17	Pathology
18	Searches
19	Passive Data Generators
20	House to House Enquiries
21	Witness Management
22	Family Liaison
23	Managing Communication
24	Community Involvement
25	Elimination Enquiries
26	Suspect Management
27	Surveillance Strategy
28	Covert Human Intelligence Sources
29	Reconstructions
30	Major Incident and Holmes Procedures
31	Post Charge Maintenance

Procedure

Following the identification of the two groups, each participant was given a hard copy pack containing the documents to form the basis of the review¹¹. The control group concluded their reviews prior to the experimental group commencing their work. This was in order to minimize cross contamination and skewing of results due to participants in the control group using the experimental group template or secretly copying the experimental group results. It was not feasible to ensure that both groups were in strict laboratory conditions and so they were able to conduct their reviews in their own time but by a strict deadline date of four weeks.

The electronic templates of both the control and experimental groups were returned and the analysis phase of the research commenced. An individual score card was produced in respect of each participant and a value of one was ascribed to each positive or negative comment made within each of the 31 categories or classes. The definition of *positive* was that the reviewer identified a point of good practice whereas a *negative* meant the identification of bad practice or an issue which could have been dealt with better. Each of the scores were then placed within a sub-category of six to identify the significance of the positive or negative comment as per Table 8. The twelve completed score sheets were then aggregated into a master score sheet. From this, it was possible to comment on the quantitative values between and within the independent variables. In order to identify the quality of the individual comments, they were ascribed a value score using a five point Likert scale which was judged by two experienced SIOs.

Scoring and Coding

When the murder reviews were completed by the control and experimental groups, they were analysed using the principles of '*content analysis*¹²'. One of the most important issues was the identification of the categories as these were the substance of the research (Berelston, 1952). A peer review was used to test the coding and to assess reliability. The analysis was subject to independent review to ensure accuracy and to reduce any observer error and observer bias. It was possible to identify the type of quantitative and qualitative scores within the completed review templates which allowed for a quantitative statistical comparison between the two groups and also between the experienced and inexperienced participants within each groups¹³.

¹¹ Hard copies were given as not all of the participants had access to the HOLMES database on which the data was stored. It also gave the opportunity for participants to work on the review flexibly.

¹² This is described as '*a research technique for making replicable and valid inferences from data to their context* (Krippendorff, 1980, p21). Robson describes a six point strategy to conducting content analysis which are largely self explanatory and were used as a basis for the analysis of the data¹² (Robson, 1993, p.275-279).

¹³ As an example; participant EE1 would depict that they were part of the experimental group, they were an experienced investigator and they are identified as the first review analysed within that class.

Each participant identified positive and negative comments within the quantitative search which were then rated using a five point summated rating scale¹⁴ (Likert, 1932). In this way qualitative data around the significance of the data was collected in respect of both control and experimental groups allowing for quality comparisons between and within them (Bell, 1993). In this research a five point Likert scale was used ranging from 'not significant' to 'crucial'. Two SIOs rated the identified comments in order to aggregate an agreed final rating for each of the 31 categories and the 6 sub categories.

The data was therefore grouped into two distinct areas which were *quantitative* and three¹⁵ areas of *qualitative* data as there was a need to identify whether the use of the review tool assisted the review process in terms of the identification of good and bad practice and the quality of the overall review. To record quantitative data only was not sufficient as at the outset there was uncertainty as to the correlation between quantity and the overall quality of the murder review. In order to make an assessment as to whether there was a correlation, both types of data were collected separately to allow for comparisons and whether such a correlation existed¹⁶. Independent verification was used and the whole process was repeated using an experienced SIO and the results agreed on by discussion. From the collected and analysed data it was possible to make some inferences and conclusions regarding the outcomes.

In order to categorise the quantitative and qualitative data, the wordage¹⁷ of each of the thirty one review tool categories were analysed. Comparisons were made between the total of the control and experimental groups within the 6 sub categories. This data allowed for inferences as to the extent to which the use of the review tool assisted officers of a range of experience. In this way it was also possible to examine the degree to which the review tool assisted less experienced officers compared with experienced officers in the review process. It was possible to make clear inferences as to the quantity and quality of the review comments using the tool as compared with the reviews without the tool, in other words the '*outcomes*' (Robson, 1993, p.79). It was also possible to make judgements as to the added value of benchmarking against nationally agreed good practice and policy as against just the reviewers own personal knowledge, experience and the detectives 'gut feeling'.

Ethical Issues

There are always sensitivities surrounding any murder inquiry. It was necessary to use a real murder as the subject of the research as participants may have considered the research to be

¹⁴ A Likert scale is a simple method of measuring attitudes, beliefs feelings and tendencies towards a given subject, where the respondent indicates strength of agreement or disagreement with a given statement or series of statements.

¹⁵ Three areas of qualitative data were: 1) Quality according to the Likert Scale; 2) Quality data according to the sub category of importance as per table 8 in the full dissertation document); 3) Comments of participants.

¹⁶ The collection of the quantitative data was simpler than the qualitative data due to the fact that quantity appears to be an indisputable fact which can be measured in simple ways whereas quality requires a personal judgement and is therefore subject to the same interferences as those described within the text discussing investigative mindset.

¹⁷ Wordage is described in the Collins English Dictionary as the *quantity or amount of words*.

unrealistic. Choosing a completed murder inquiry removed any ethical and legal issues in terms of sub-judice. There were no concerns over confidentiality due to the fact that the participants were all experienced investigators and were used to reading about the sometimes disturbing circumstances surrounding a murder. In addition, the family of the deceased were consulted and consented to the use and conduct of the material in this way. There were no ethical issues in connection with the experiment itself. The murder used was 'owned'¹⁸ by the Hampshire Police in terms of intellectual property and there were no copyright issues.

Quantitative Data

To produce only quantitative data may be misleading as it is a quality review which is required, not just a long one. However, this study has shown that there appears to be a correlation between quantity and quality. The numerical mean average time spent doing the review was 8.66 hours for the control group and 11.58 for the experimental group. This represents approximately 33% more time taken to use the review tool, which can be taken as either positive in that more effort was made, or negative in that the tool is maybe inefficient or overly bureaucratic, however the results tend to show the latter not to be the case. The time taken to complete the review indicates that there was more effort in having to use the tool rather than not using the tool. Similarly the overall wordage of each of the reviews compared between the experimental and control group cannot be a sign of quality, but is an indication as to effort and amount of content which has in this case shown a consistency between quantity with quality in the case of the experimental reviews. The mean average increase in wordage for the experimental group was approximately 96%¹⁹. The first conclusion therefore is that the use of a guided tool will increase the amount of data and time taken to complete the task.

Of particular note is the comments identified in the reviews of the experimental group are more numerous than those in the control group. The significance of experience in the identification of comments was obvious. This is perhaps unsurprising, but it does highlight that the experience of the reviewer is a very important factor in the review process. What is also significant is that the performance of the officers using the tool by far exceeds that of the officers not using the tool. This may indicate that by directing a response through a structured template or tool is likely to gather far more information than just leaving it to the experience and knowledge of the reviewing officer.

¹⁸ The murder which was the subject of the review was not identifiable, but the intellectual knowledge in terms of the physical and electronic data is within the ownership of the Hampshire Constabulary and is subject to the Freedom of Information Act. Hampshire Constabulary reserves the right to defend disclosure of this murder inquiry if justified within the provisions of the Act and in protection of the privacy of the family of the deceased.

¹⁹ However when one looks at the data, there are extremes in both groups, namely participants CI3 which is very low and EE3 which is very high. The mean average ignoring these two figures for the control group is 2642 and for the experimental group is 2873 which represents an increase of almost 9% for the experimental group. However, perhaps the fairest way to portray this difference and ignoring extremes is to display the median average which is 2169 for the control group and 3327 for the experimental group. This represents an increase for the experimental group of 53%.

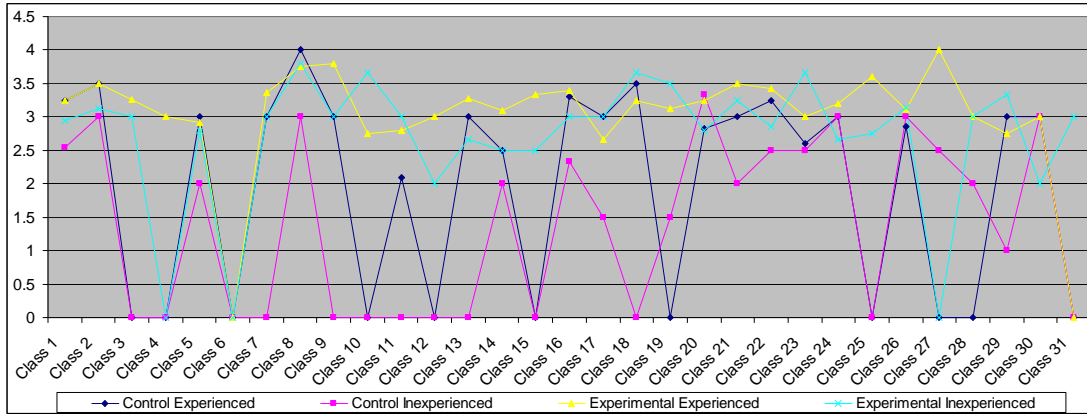
Another perspective on the gathering of the quantitative data was whether the participants identified both positive and negative aspects of the review material. It is equally important to identify both good and bad practice. This showed that whilst the control group results are roughly equal in terms of positive and negative comments, there are 70% more positive than negative responses for the experimental group.

Qualitative Data

The positive and negative responses of both the control and experimental groups were graded according to a five point Likert scale and amalgamated for each of the 31 classes. Using the mean of the 31 classes, there is a 54% increase in quality in the experimental and experienced group results over and above the control and experienced group. There is over a 96% increase in quality for the experimental and inexperienced group compared with the corresponding control inexperienced group. The most significant finding however is the fact that the inexperienced members of the experimental group scored only a 1.7% decrease in quality from the experienced control group members. This suggests that the use of the review tool may increase the quality of the review regardless of the experience of the reviewing officer and indeed may open a case for using non police reviewers.

This is slightly tempered perhaps by the more realistic statistical finding when one considers only the mean of positive scores where the scores are much closer. Considering this statistic, there is over a 100% increase in quality between the control experienced and the control inexperienced results whereas the same comparison for the experimental group shows only a 7% increase for the experienced over the inexperienced. The overwhelming inference here is that the use of the tool does close the gap between experience and inexperience quite significantly. The comparisons between both sets of experienced officers shows just a 5% increase in quality for the experimental experienced group over and above the control and experienced group whereas this is increased to 102% in favour of the experimental inexperienced group as compared with the control inexperienced group. This suggests an inference that the use of the tool has a significant increase in a quality review amongst inexperienced officers, but a smaller significance amongst experienced reviewers. The final observation is that the control experienced reviewers achieved only a 1.6% increase in quality over and above the experimental inexperienced officers. The use of the tool in terms of quality of the review process seems therefore to be significant but not a replacement for experience.

Figure 1: Graph of Qualitative Results



The overall findings of the qualitative part of this research are shown in Figure 1. The combined overall qualitative score is given within the first row of the chart and shows the experimental group scoring a 71% increase over and above the control group. Similarly, the mean average of this qualitative data for all 31 classes shows a similar difference (there is a small differential due to the fact that scores are only given to two decimal places). The weakness of these two final figures is that they take into consideration the many zero scores of the control group which has a greater bearing upon the quantitative findings rather than the qualitative ones. Having said this, failure to comment upon many of the class areas does impact upon overall quality.

The third row refers to the mean average of the total qualitative data, but only divided by the number of class areas where a response was made. In other words, the mean divisible factor ignored all zero scores for both control and experimental groups. This is a truer representation of quality, but *only for those areas commented upon*. This showed an overall quality increase by usage of the review tool of 37%.

Comments of Participants

In addition to the statistical findings, participants were asked to comment upon the process they had undergone. None of the control group made comments upon the process other than verbal ones. They articulated in general terms that the process was difficult and complex, but the use of the tool assisted the process of review. Two control participants used the murder manual as a guide, something they felt gave them a structure to their review. However, in retrospect, there was no specific invitation for the control participants to comment within their issued review template unlike the one issued to the experimental group. This was identified as a weakness in the research methodology and signified a difference between the control and experimental groups. The experimental groups made the following comments on the review tool. Participant

EE1 had initially commenced a review within the control group when changed to the experimental group. He commented:

'Having reviewed the case using the other document (the control free text template), I expected just to regurgitate the same information in this report (the experimental review tool). As there are more questions, there is a need for more replies. Some of the additional questions in this second document (review tool) serve as a valuable reminder to any reviewer that some of the information that they do not normally think about may exist and therefore should be reviewed'.

A comment from participant EE2 was that some of the 31 categories seemed to overlap. This is perhaps inevitable in a process as complex as a murder investigation can never be categorised perfectly into exact categories and there will always be an element of overlap. Experimental participant EE3 commented:

'The document in itself is extremely detailed and is structured in a manner that directly relates to the key areas of a murder investigation identified in the Murder Investigation Manual. It is consequently logical and lends itself to benchmarking against national guidance and the structure of the SIO policy log. In achieving the detail and referenced benchmarking required, the review tool becomes a lengthy and time consuming document. This prompts a detailed review but requires some continuity in the review officers thought processes that can be disrupted when applying the document to this exercise and around additional demands'.

The inference here is that a reviewing officer needs to be given the time to complete what is a complex and time consuming process. The reality of the study was that the participants although allowed to complete the reviews in duty time, experienced an impingement upon their other duties. This was always going to be a weakness in the research.

Experimental and inexperienced participant EI1 commented:

'The layout of the document is good to focus the mind on the key areas of the review and break them down into manageable chunks. The ability to be referenced to some immediate help is also very useful'.

Perhaps the most impactful comment however was by the experimental and inexperienced participants who stated:

'It was really hard work. I found it really difficult, but it made me learn the murder manual back to front. It was like doing a training course'.

This is a really interesting comment in that it opens the door for the review tool not only to be available for a practical review tool, but also an aide to training and development. This issue will be explored more in the discussion section.

Discussion

The experimental group results far outweighed the control group scores in terms of both quantitative and qualitative data creating the inference that there was a correlation between quantity and quality. In the absence of any other factor it is concluded that this difference was caused by one of the independent variables and, as both groups were similar in make up (independent variable 1), the only other factor was the use or non use of the review tool (independent variable 2). The use of the tool also took 33% more time to complete and the possibility that this is a negative factor of the tools use seems to be negated by the clear evidence that the use of the tool increased the quality of the review significantly. This correlates to time spent on the review adding to the quality and of course the quantity of information reported on. This is unsurprising; as by directing the participant to pay attention to all thirty one aspects of the review process must inevitably focus the mind to comment upon aspects that otherwise would not have occurred to other than the most experienced of reviewing officers. In this respect, a criticism of the research could be accused as being 'doomed to success'. This charge would be a valid criticism were it not for the counter argument that the use of a review tool could act as a limiting factor to innovation and freedom of thought which one may argue would be the case by the use of the review tool. This latter argument however does not seem to be borne out by this study. Another counter argument against the assertion that the use of a tool could be a limiting factor is that within the review tool, each of the 31 categories presented a free text facility which encouraged freedom of thought and ingenuity but within the restricted and bespoke category being considered by the reviewer. (The experimental review tool can be found in Appendix A).

Another factor within the research was the significant difference between results in both the qualitative and quantitative categories between the experienced and the inexperienced participants. It is very clear that the experience of the reviewer is a significant factor in quality and quantity in both the control and experimental groups. The inference is that an officer detailed to perform a review should be very experienced within the field of murder investigations. The review tool has shown to compensate both the experienced and inexperienced officers but by the very nature of the fact that the control experienced group outperformed the experimental inexperienced although by a small margin indicates that the provision of a guided review tool is not a complete substitute for experience. The clear inference is that the use of a structured tool is likely to gather far more quality information than leaving the process to individual thought, knowledge and experience.

Although the comments above are generalisations from the results of this study, there are some exceptions²⁰. One area worthy of comment is the fact that many of the responses were in relation

²⁰ The quantitative results for categories 16 (forensic strategy) and 30 (Major incident and HOLMES procedure). These could be the symptom of the vagaries of any small scale study such as this one, but could also be indicative of the fact that one of the experienced members of the control group is particularly experienced in both these fields (participant CE2). This individual on close examination seems to have accounted for the differences from the average of the rest of the scoring. Indeed this officer has been responsible for writing national policy in terms of category 16. As far as class 30 is concerned, the differential is so small as to be insignificant.

to the class 1 (policy log). This is unsurprising as this represented a substantial amount of the material supplied to all a participants, but it may be that the concentration in the minds of the reviewing officer tends to focus upon the thought processes of the SIO as this does direct the murder inquiry and is an obvious focal point for observation perhaps above any other single document within an investigation. Another interesting possibility is that the participants may be more interested in their own areas of responsibility and expertise and thus comment upon some of those aspects of the review accordingly. It was particularly noticeable where participants in both control and experimental groups tended to major on their individual areas of expertise. These were obvious in the areas of interview strategy and family liaison, which produced quantity and quality of comment over and above areas unfamiliar to the participants. Again, this is not surprising, indicating that within a murder review, a variety of expertise is required to ensure a quality review product, regardless of the review tool albeit that the tool will assist in guiding the reviewer to good practice and assist in the overall process.

One of the most interesting aspects of this research was the evaluation of the positive and negative comments made by both control and experimental groups. There were far more positive comments identified within the experimental group in most categories over and above the findings within the control group. There could be several reasons for this, firstly reviews and debriefs within the police service tend historically to concentrate upon shortfalls and identified problem areas. This may be due to the perception of a blame culture existing within the police service, where good work is expected and bad work is punished. This is not necessarily the reality, but a commonly expressed belief. (Morris, 2004, chp 8.71), see also Laming (2003). If this were to be the case in the sample it may explain the results for the control group identifying a larger percentage of negative comments whereas the experimental group had a specific task to benchmark against the Murder Manual thus easily identifying where good practice was demonstrated as well as negative aspects. The control group had more comments in the negative than positive whilst this was reversed in the experimental sample²¹. If one examines the scores for both groups under class 1 (policy logs) at Table 2, it will be seen that over twice as many positive comments were made by the experimental group than the control group, but less negative comments were made by the experimental group than the control group. Although only a small difference, this was a departure from the norm for this study, and one may have expected more negative responses from the experimental group than the control group in line with the other class areas. This may have been caused by the participants in the control group giving a negative response based upon their own view of how a policy log should be written whereas when directed through the use of the review tool, the guidance identified in the Murder Manual may have tempered the result when benchmarked against good practice described there.

²¹ Unfortunately there were no female participants in either group and it would have been interesting to see whether the identification of the positive verses negative has a gender influence.

Table 2: Summary of Qualitative findings

	Control Sample	Experimental Sample
Combined overall qualitative score of the group	103.39	176.95
Mean average of total qualitative data divided by 31 class areas	1.66	2.99
Mean average of total qualitative data divided by the number of positive scores	2.25	3.09

The quality of the review comments within the experimental group is higher than that of the control group, and perhaps the most significant observation is the significant improvement the use of the tool appears to make in the inexperienced officers who participated in the study. The control experienced group only marginally achieved a higher score than the experimental and inexperienced group by .05, representing under 1.7% more in terms of quality score. The experimental inexperienced group achieved a score more than double that of the control inexperienced group. The strong inference is that although the tool appears to have increased the quality of the review for experienced reviewing officers, it is an aide particularly to the inexperienced reviewing in terms of quality as well as quantity.

As with the quantitative data, there are anomalies with the individual class scores²². The ‘bottom line’ in terms of overall mean average qualitative scores combining both experienced and inexperienced participants from both groups is that the use of the tool gives an overall increase in quality of 37% in this study. From this data, therefore, there is a clear indication that the use of the review tool increases the quality of the review data by one third over and above the control group. An interesting statistic to note is that this tends to correlate with the time taken to conduct the review and both are consistent with using the review tool.

Application of the Research

This is clearly a small scale study which has limitations in terms of how the findings can relate to the real world and how generalisations regarding its usefulness can be made. However there is a strong indication that the use of the tool to assist review officers in conducting murder reviews will bring a positive benefit. One of the limiting factors within the research was the fact that all the participants were male. Females were originally identified to partake but were unable to do so for personal reasons. It may have given a different dimension to analyse any differences a female reviewer may have contributed. Perhaps the biggest limiting factor in terms of application was the fact that all the participants were from the same police force. It may have been

²² There were four areas where the control and inexperienced group scored higher than the experimental inexperienced. These were; class 20 (house to house inquiries); class 24 (community involvement); class 27 (surveillance strategy) and class 30 (major incident and HOLMES procedures). Again there is no known explanation for this although factors of personal interest and expertise may have come into play as discussed.

interesting to gather differing perspectives from officers from other forces who had differing policies, training and experience. The positive from these two perceived negatives however is that the study did compare like with like. One of the identified problems or risk assessment was that a structured tool could limit original and innovative thought on the part of the reviewer. This does not appear to be the case as the tool has a free text box for all the thirty one categories and expressions of originality could be recorded within these. Another interesting dimension would have been to trial the review tool on a non police reviewer. This may have revealed any 'incestuous thinking' or mindset present within the police culture. Such reviews of police investigations are common place when one considers public inquiries of the kind referred to within this paper. This was outside the scope of this research but would be interesting to trial in future studies.

The murder which was the subject of this review was a limiting factor in that it was not possible to give all the paperwork to the reviewing officers however this was unavoidable in order to make the experiment manageable for the participants. The next step would be to field test the tool on a murder in a real operational setting and gain the views of the reviewing officers as to the worth of using it. The results could be similarly compared with reviews not using the tool. For the purpose of the research, no weighting was made on any one of the thirty one categories over any other. In reality some of the categories are perhaps more important than others. This was not a problem for the research study, however, as the aim was to identify increase in quantity and quality and both can be considered as a whole.

Key Themes

There are a number of important issues that flow from this study which perhaps go beyond the scope of the original stated aims. The first is the principle of using a structured and directed method to achieve an outcome as opposed to a free text and open process. Within the context of the study, it would appear that a guided approach produced a better outcome. This however may not be transferable to other contexts. It is certainly the case that if one wishes to collate certain information, a 'form' or guided list of questions is perhaps the best way of efficiently gathering what is required, however if one wishes to encourage innovation and free thinking, this could be restricted by a structured approach.

A particular theme for this study was that in considering the results, there appears to be no replacement for experience in murder investigation to the review of a murder enquiry, although the use of the murder review tool will substantially reduce the gap and compensate for inexperience. This may well be an expected result of the study however this research does tend to confirm the ACPO stance that reviewing officers need to be experienced in the actual investigation of murder. Having stated this however, the use of the structured tool does enhance the quality of the review both for experienced and inexperienced officers to such an extent that its use cannot be ignored by ACPO and there are certainly uses in this approach for the review of other investigations where experienced officers in a particular discipline are not available. The use of the review tool closes the gap between experience and inexperience to such an extent that serious consideration should be given to its use.

One of the key outcomes of the study is confirmation of what was perhaps not surprising; that there is a correlation between the final quality outcome and the amount of resource put into a review. This suggests that when commissioning a review, ACPO should pay particular attention to the amount of resource they are prepared to put into the process, which must be proportionate to the risks associated to the particular review under consideration. The issue of proportionality and 'best value' should be at the forefront of their minds and, in particular, the balance of resource of the review investigation as compared to the original murder inquiry. It would appear to be a ridiculous situation if the review took place in favour and at the expense of the murder investigation itself.

The study tends to endorse the principles of the Murder Manual and the Core Investigative Doctrine. The weakness in this assertion is that the review tool does not consider any other investigative model. However the literature and the research do tend to support the Murder Manual as the preferable model for the investigation of murder; if not all crime. Similarly the principles espoused within the Core Investigative Doctrine appear to be founded upon empirical research identified within this study and thus poses the best bases to benchmark a murder investigation against, which the murder review tool seeks to do.

The research shows that the investigative mindset of the investigators is such an important factor within a murder investigation that it has many implications not only for the training of senior investigators, but also for the selection in terms of their very character in how they can adopt such issues as diversity and be truly open minded and objective in how they approach a murder investigation, or a review of a murder investigation. These skills are not necessarily present within all investigators but must surely be key criteria in the future for the police service to deliver a level of service to the public which is acceptable in terms of crime investigation, and be compliant with the terms of the Human Rights Legislation.

The research demonstrates the importance of a structured approach to the investigation of murder. The adoption of the National Intelligence Model²³ (NIM) in 2002 is testimony to the benefits of standardized processes and procedures. It does, therefore, follow that the review of a murder investigation should be as equally structured; this structure is provided by the murder review tool. In addition to the outcomes described, the use of the tool as an aid to training is valuable. To repeat a comment from one of the inexperienced participants:

"It was really hard work. I found it really difficult, but it made me learn the murder manual back to front. It was like doing a training course".

Many lessons have been learned already from the reviews of murder investigations nationally. One such review was of the tragic murder of Sussex school girl Sara Payne. Her mother Zara Payne, speaking at the 2006 SIO conference at Wyboston, made comment on how the police service had moved on and progressed in terms of the professional way that the police investigate

²³ The National Intelligence Model (NIM) is a business process model adopted by all police forces in England and Wales by codes of practice under the Police Reform Act 2002. The NIM is a standardised system of prioritising and actioning non reactive police activity.

murder partly due to the learning gained from the lessons from that of her child's death. She stated:

"If this is what she has done in her death, think what she would have done in her life".

Let this be a testimony to the value of the review of murder investigations.

References

- ACPO, (1998a). *Revised Guidelines for Major Crime Review*. London: ACPO.
- ACPO (2005b). *Core Investigative Doctrine*. Wyboston: NCPE.
- ACPO (2006). *Murder Investigation Manual*. Wyboston: NCPE.
- Baca, L. D. (2001). *The Homicide Investigator*. Los Angeles County Sheriff Dept.
- Bell, J. (1993). *Doing Your Research Project: A Guide to First Time Researchers in Education and Social Science*. Buckingham: Open University Press.
- Berelston, B. (1952). *Content Analysis in Communications Research*. New York: Free Press.
- Blalock, H. M. (1964). *Causal Inferences in Nonexperimental Research*. Chapel Hill: University of North Carolina Press.
- Dream Policing. (2005, October). *Serious Crime Investigation Review Training Course*. [training course delivered at Harrogate].
- Foster, J. Newburn, T. Souhami, S. (2005). *Assessing the Impact of the Stephen Lawrence Inquiry*. Home Office: HMSO.

Grieve, J. Crego, J. Griffiths, W. (2007) *'Miscarriages of Justice – The Role of the Investigative Process'* in T. Newburn, T. Williamson, and A. Wright. (Eds.). *Handbook of Criminal Investigation*. Collompton: Willan.

Krippendorff, K. (1980). *Content Analysis: An Introduction to Its Methodology*, Newbury Park and London: Sage.

Laming, H. Lord. (2003). *The Victoria Climbié Inquiry: Report of an Inquiry by Lord Laming*. London: HMSO.

Likert, R. (1932) *A Technique for the Measurement of Attitudes*. Archives of Psychology, no. 140. 256.

Morris, W. Sir. (2004) *The Morris Inquiry*. London: Metropolitan Police.

Payne, Z. (2006). Address to the 2006 SIO Conference. 6th November: Wyboston.

Rigsbee, E. (2007). *Your Journey to Emotional Ownership*. Downloaded 8/8/2007 from www.marketingsource.com/articles/view/3821

Robson, C. (1993). *Real World Research: A Resource for Social Scientists and Practitioner Researchers*. Oxford: Blackwell Publishers.

Rogers, T. (2005). *Serious Crime Investigation Review Course*. November, 2005. Harrogate.

Appendix A Murder Investigation Review Tool

Review Team: LEAVE THIS BLANK

Review SIO
Review D/SIO
Review Team

Terms of Reference: LEAVE THIS BLANK
Benchmark:

Your review parameters are to review the investigation using available documentation and prepare a report in accordance with the following terms of reference:

- Identify further or missed lines of enquiry
- Identify good practice
- Identify bad practice and your recommendations
- Identify areas which you cannot comment upon due to lack of information
- Make general comments and recommendations as to the further investigation of the murder

SIO Policy Log

Benchmark:

Revised Guidelines for Major Crime Review (ACPO 1998)

Please make general observations as to what subjects are covered and which are missed from the list at Appendix C to this document.

Initial Response

Benchmark:

Murder Investigation Manual (Centrex, 2006, p.35-41) **This may be difficult to assess from the Policy File alone.** However please glean what you can from the available material. In particular you should consider the initial response of the SIO at pages 39-41.

Fast Track Actions

Benchmark:

Murder Investigation Manual (Centrex, 2006, p.41)

Perennial Actions

Benchmark:

List of Perennial actions within Holmes. Discuss their use.

Identification of Enquiry Team and Key roles

Benchmark:

MIRSAP (Centrex, 2005, p.15-42)

Please comment on which roles have been included and those missed. Consider: SIO/Deputy SIO/Receiver/Statement Reader/Outside enquiry manager/Office Manager/Finance Manager/Action Allocator (manager)/Analyst/Crime Scene Coordinator/HOLMES manager/House to House Coordinator/Exhibits officer/Disclosure officer/Media manager/analyst/FLO. See

Missing Person Reports

Benchmark:

Murder Investigation Manual (Centrex, 2006, p.43-44).

Guidance on the Management, Recording and Investigation of Missing Persons (ACPO, 2005).

This will not be relevant to this study and can be ignored.

Summary of Enquiry and Aim of the Investigation

Benchmark:

Revised Guidelines for the use of Policy Files (ACPO, 1999)

See also instructions at the front of the Policy File.

Use of Hypotheses

Benchmark:

Murder Investigation Manual (ACPO, 2006, p.54)

Core Investigative Doctrine (Centrex, 2005, p.71-72).

Include the use of 'null hypotheses'.

Standard Analytical Products

Benchmark:

Murder Investigation Manual (ACPO, 2006, p.46-47)

Major Incident Analysis Manual (ACPO, 2005)

Discuss appointment of analyst and instructions given as against the standard analytical products.

Identification as to Links with other Crimes

Benchmark:

Murder Investigation Manual (ACPO, 2006, p.69-74).

This relates not only to a linked series of crimes, but also to the efforts made to discover whether the murder could be part of a series. It also relates to the identification of other crimes which may be connected in some other way.

Evidence of Chief Officer Review and Management Intervention

Benchmark:

Murder Investigation Manual (ACPO, 2006, p.76-81).

What evidence is there of management involvement from Head of CID and ACC?

Multi-agency and Partnership Working

Benchmark:

Murder Investigation Manual (ACPO, 2006, p.91-107)

Please comment on all work with other agencies/organisations and comment on the existence of memoranda of understanding.

Investigative Support

Benchmark:

Murder Investigation Manual (ACPO, 2006, p.109-119)

Comment on the use of NCPE Ops/ Operation Support/Behavioural Psychologists/Geographic Profilers/Interpol/etc

Identify Scenes and Scene Parameters

Benchmark:

Murder Investigation Manual (ACPO, 2006, p.134) and Core Investigative Doctrine (ACPO, 2005, p.78)

Include all scenes, the reason for parameters and the security arrangements made to protect scenes.

Crime Scene Management

Benchmark:

Murder Investigation Manual (ACPO, 2006, p.134-140)

Core Investigative Doctrine (ACPO, 2005, p.77-80)

Include review of initial action/setting objectives for the crime scene investigators/identifying resources/arrangements for scene preservation/recording the scene (ie video and graphic reconstruction/light and sound testing where appropriate and release of the scene.

Forensic Strategy

Benchmark:

Murder Investigation Manual (ACPO, 2006, p.142-150)

Core Investigative Doctrine (ACPO, 2005, p.80)

DNA Good Practice Manual (ACPO, 2005)

Using Forensic Science Effectively (ACPO and FSS, 1996).

Include make up of forensic management team/frequency and nature of forensic reviews/person in charge of implementing forensic strategy/prioritisation of forensic submission (fast track, priority and standard).

Pathology

Benchmark:

Murder Investigation Manual (ACPO, 2006, p154-170)

The Coroners (Amendment) Rules, (2005)

Post Mortem Examinations and the Early Release of Bodies (Home Office, 1999)

Include notification of the coroner/pathologist attendance at scene/removal of body/continuity of body/identification of body/attendance at post mortem/FLO considerations for the PM/secondary PM/release of the body/exhumation (where relevant).

Searches

Benchmark:

Murder Investigation Manual (ACPO, 2006, p172-177)

Search Management and Procedures (Centrex, 2006).

Overall strategy to include scene searches/vicinity of scene/access routes/egress routes/disposal sites/victims home, workplace, vehicle etc./use of dogs/open space searches/use of search advisor.

Passive Data Generators

Benchmark:

Murder Investigation Manual (ACPO, 2006, p180-185)

Core Investigative Doctrine (ACPO, 2005, p.94)

Computer Based Electronic Evidence (ACPO, 2003)

Investigators Guide to ANPR (ACPO, 2006).

This includes CCTV/ANPR/Tachographs/Personal Computers/Telephony/Cell sites/Voice recording systems and anything else which contains data of potential use in a murder enquiry. Include integrity of exhibits.

House to House Enquiries

Benchmark:

Murder Investigation Manual (ACPO, 2006, p188-196)

MIRSAP (2005, p.64, p.82,)

House to House Enquiries (ACPO, 2006)

A Practitioners Guide to Intelligence Led Mass DNA Screening (ACPO, 2006).

In particular you should consider setting objectives/identifying location parameters/setting time parameters/setting subject parameters/timing of H to H enquiries/setting personal descriptive form parameters/identifying resources/fast track H to H enquiries/reassurance to the public/mapping included within the policy file/use of questionnaires/leaflet drops/briefing of H to H staff/motivation of H to H staff.

Witness Management

Benchmark:

Murder Investigation Manual (ACPO, 2006, p.198-210)

National Investigative Interview Strategy (ACPO, 2004)

Code of Practice for Victims of Crime (Home Office, 2005)

Working with Intimidated Witnesses: a Manual for Police and Practitioners Responsible for Identifying and Supporting Intimidated Witnesses (Home Office, 2006)

Practical Guide to Investigative Interviewing (NSLEC, 2004)

Achieving Best Evidence in Criminal Proceedings: Guidance for Vulnerable Witnesses including Children (Home Office, 2002)

Core Investigative Doctrine (ACPO, 2005, p84-92)

Investigative Interviewing, Psychology and Practice Milne and Bull 1999)

Vulnerable Witnesses: A Police Service Guide (Home Office, 2002)

Particular attention should be made to the implementation of a witness identification strategy including media appeals/notices/leaflet drops/CCTV/local enquiries/people passing through/local trades people/employees/clubs and pubs/relatives/scene reconstruction/various locations of scenes/taxi/buses/routes victim and offender passed through etc.

Consider whether risk assessments have been conducted for vulnerable (YJCE Act Sct. 16) and potentially intimidated witnesses (YJCE Act Sct. 17). Consider special measures and significant witness (Criminal Justice Act Sct 137) video recording of interviews. Identify if a witness interview strategy has been made/use of specially trained tier 3 witness interviewers/use of a tier 5 interview advisor/interviewer debriefing/identification of reluctant and hostile witnesses. Consideration for pre-trial support.

Family Liaison

Benchmark:

Murder Investigation Manual (ACPO, 2006, p.212-221)

Family Liaison Strategy Manual (ACPO, 2005)

Code of Practice for Victims of Crime (Home Office, 2005).

Consider FLO strategy which should include objectives/selection of FLO/number of FLO's/information to be released to family and reasons for withholding information/complaints from family/victim support involvement/use of interviewers/lay advisers/exit strategy/arrange meeting with the SIO/use of FLO coordinator/use of family liaison advisor/'family' defined in policy log?/appointment of deputy FLO/special considerations where a family member is a suspect/risk assessment for FLO/briefed to obtain lifestyle and family tree/family given Home Office pack 'Information for Families of Homicide Victims'.

Managing Communication

Benchmark:

Murder Investigation Manual (ACPO, 2006, p.224-231)

Core Investigative Doctrine (ACPO, 2005, p99-100)

Effective Use of Media in Serious Crime Investigations (Feist, 1999)

The Media as an Investigative Resource in Murder Enquiries (Innes, 1999)

Media Advisory Group Guidance Notes (ACPO, 2003)

Further Advice to the Police on the Contempt of Court Act 1981 (H.O. Circular 115/82)

Guidance on the National Briefing Model (ACPO, 2006)

Concentrate on both internal and external communication. Consider the written media and internal communication strategy/use of media officer/press conferences/family appeal/sufficient staff in incident room to accept calls after press appeals/considerations about naming suspects/use of rewards/briefing of local officers/contact with local intelligence units/frequency and recording of briefings/use of intranet/use of force newspaper etc.

Community Involvement

Benchmark:

Murder Investigation Manual (ACPO, 2006, p.234-242)

Guidelines for the Completion of Impact Assessments (ACPO, 1999)

Independent Advisory Groups – A Guide (ACPO, 2005)

Hate Crime: Delivering Quality Service: Good Practice and Tactical Guide. (ACPO and Police Standards Unit, 2005)

Consider Community Impact Assessment/public consultation/Gold Group/Independent Advisory Group (IAG)/immediate Patrol Strategy (reassurance, witness searches and public protection)/public meetings.



Elimination Enquiries

Benchmark:

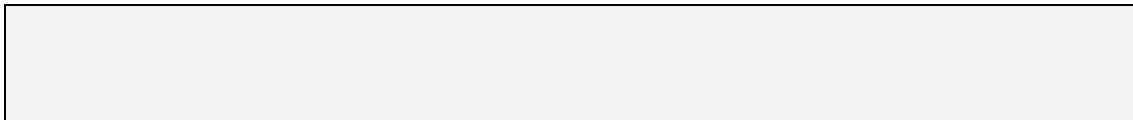
Murder Investigation Manual (ACPO, 2006, p.250-258)

MIRSAP (ACPO, 2005, p.136-141)

Practitioners Guide to Intelligence led Mass DNA Screening (ACPO, 2006)

Tactical Advice- Using Familiaral DNA Intelligence Products in Serious Crime Investigations (Home Office, 2006)

Consider trace, interview and eliminate (T.I.E) delineation/elimination criteria (forensic, description, alibi, other)/intelligence led mass screening



Suspect Management

Murder Investigation Manual (ACPO, 2006, p.260-270)

National Investigative Interview Strategy (ACPO, 2004)

Practical Guide to Investigative Interviewing (ACPO, 2004)

Core Investigative Doctrine (ACPO, 2005, p84-92)

Investigative Interviewing, Psychology and Practice (Milne and Bull 1999).

Practice Advice on Evidence of Bad Character (ACPO, 2005)

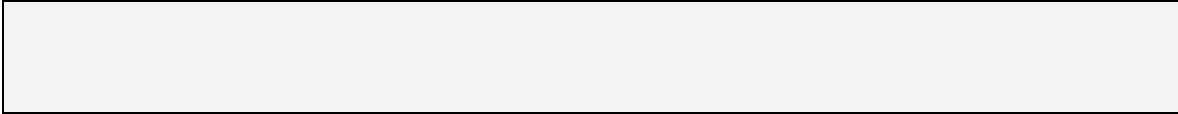
Guidance on the Safer Detention and Handling of Persons in Police Custody (ACPO, 2006)

Practice Advice on Dealing with Legal Advisors (ACPO2006)

Practice Advice on Management of Expert Advisors (ACPO, 2006)

Practice Advice on the Right to Silence (ACPO, 2006)

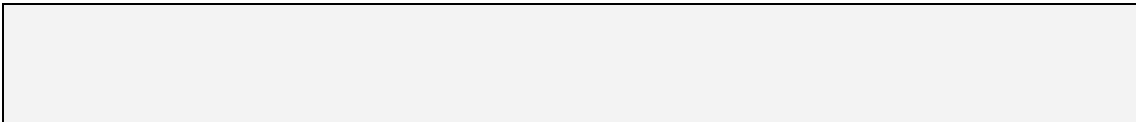
Consider suspect identification strategy/identification procedures/arrest strategy/cross contamination/continuity/searches/custody processes/PACE advisor/suspect interview strategy/pre-interview disclosure/interview manager/PEACE compliance/samples/medical considerations/mental health considerations/appropriate adult considerations/downstream monitoring/action team availability/CPS consultation/24 hour review/magistrates extension.



Surveillance Strategy

Benchmark:

Murder Investigation Manual (ACPO, 2006, p.272-276)
National Standards in Covert Investigations Manual of Standards for Surveillance Regulated by Part III, Police Act 1997, and Part II Regulation of Investigatory Powers Act 2000. (ACPO/SOCA/HMCE, 2005)
Manual of Standards for Accessing Communications (ACPO/ACPOS/HMCE, 2003)
Manual of Standards for the Deployment of Test Purchase and Decoy Officers (ACPO/HMCE/ACPOS, 2003)
Manual of Standards for the Deployment of Undercover officers (ACPO/HMCE, 2003)
Guidance on the Management of Covert Human Intelligence Sources (CHIS) (ACPO/SOCA/HMRC, 2006)
 Consider clear objectives/Authorities/Resources/Management/Disclosure.

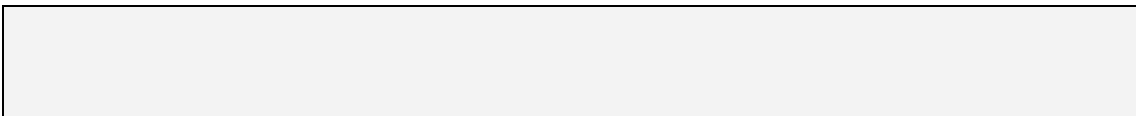


Covert Human Intelligence Sources

Benchmark:

Murder Investigation Manual (ACPO, 2006, p.280-283)
Guidance on the Management of Covert Human Intelligence Sources (ACPO/SOCA/HMRC, 2006)
Disclosure Manual (ACPO and CPS, 2005)

Consider tasking/Recruiting CHIS for the purpose of the murder enquiry/CHIS liaison officer/Managing the product/Second Policy Log/Disclosure/Tasked witnesses.



Reconstructions

Benchmark:

Murder Investigation Manual (ACPO, 2006, p.286-288)

Consider physical reconstructions (ie last time victim seen)/Forensic (ie experimentation)/Virtual (ie digital technology) /Documentary (ie plans etc).

Major Incident and HOLMES procedures

Benchmark:

MIRSAP, (ACPO, 2005)

Consider document controls and management/Information management/Indexing/All indices/Sequence of events/level of indexing/Holmes conventions/Merging records/Linking records/Protective Marking/Information security/Management of property and exhibits/Use of Officers reports/Disclosure/Intelligence Cell.

Post Charge Maintenance

Benchmark:

Disclosure Manual (ACPO and the Crown Prosecution Service, 2005)

Consider staffing/Resources/Location/Court support.