

**CUMBRIA POLICE AUTHORITY
PROFESSIONAL STANDARDS COMMITTEE**

03 May 2006

Agenda Item No. 11

PROFESSIONAL STANDARDS DEPARTMENTAL PLAN 2006/7

A Report by the Acting Chief Constable

SUMMARY

The Professional Standards Department is finalising its Departmental Plan for the year, it is currently awaiting approval by the Chief Officer Group. It is being brought before this Committee for information only and to give members an insight into the Departments work for the forthcoming year.

A stakeholders meeting is scheduled for later this month (May).

RECOMMENDATION

That members note the Plan.

DETAIL

Draft Departmental Plan is attached.

**Christine E Twigg
Acting Chief Constable**

Cumbria Constabulary

Professional Standards Department Performance and Resources Plan 2006/7

1. Department Purpose

Professional Standards Department exists to increase public confidence in the Constabulary through the public complaints process and by supporting the highest level of integrity, professional standards and personal behaviour throughout all levels of the organisation.

Policing Performance Assessment Framework: Professional Standards Department Contribution

Citizen Focus			
Fairness and Equality	Neighbourhood Policing and Community Engagement	Customer Service and Accessibility	Professional Standards
Reducing Crime			
Reducing Hate Crime and Crimes against Vulnerable Victims	Volume Crime Reduction	Working with Partners to Reduce Crime	
Investigating Crime			
Investigating Major and Serious Crime	Tackling Level 2 Criminality	Investigating Hate Crime and Crime against Vulnerable Victims	
Volume Crime Investigation	Forensic Management	Criminal Justice Processes	
Promoting Safety			
Reassurance	Reducing Anti-Social Behaviour and Promoting Public Safety		
Providing Assistance			
Call Management	Providing Specialist Operational Support	Roads Policing	
Resource Use			
Human Resource Management	Training and Development	Race and Diversity	
Resource Management	Science and Technology Management	National Intelligence Model	
Leadership and Direction			
Leadership	Strategic Management	Performance Management and Continuous Improvement	

Cumbria Constabulary Priorities 2006/07: -

1. To reduce overall crime, with a focus on violent crime, drug crime, vehicle crime and burglary.
2. To work with our partners to further increase detection rates, targeting prolific and other priority offenders, bringing more offenders to justice and reducing road traffic collisions across the county.
3. To develop Neighbourhood Policing across all communities in the county, ensuring that we address locally identified concerns about fear of crime, anti-social behaviour and disorder.
4. To develop our protective services capability with a particular focus on Serious, Organised Cross Border Crime, Counter Terrorism and Extremism.
5. To develop a professionally trained and integrated workforce, ensuring that people are supported at all levels, to provide an excellent service to all the communities we serve.
6. To secure the policing capability and capacity needed to maintain and develop current performance and meet future demands, by working with other North West police forces to review structures in the region.
7. To deliver the phased implementation of the National IMPACT Programme, in order to optimize key police and partner decision-making through proactive capture and use of well managed data, intelligence and other information.

2. Quality of Service Commitments

Quality of professional services to the organisation

The constabulary can expect:

- To be provided with key information on trends in public complaints
- Us to hold ourselves to account for our own performance and actions
- Us to use intelligence, audit information and outcomes from investigations and complaints, to improve service and help reduce risk to the organisation

Quality of support services

Colleagues within the constabulary can expect:

- A point of contact for advice on public complaint, misconduct issues, data protection, security and public protection disclosures
- Support and confidentiality when reporting wrong doing
- Information provided in connection with the internal vetting process to be held securely and confidentially
- Turnaround decisions on internal recruitment vetting within 5 working days
- Investigation of security breaches and monitoring use of force assets

Quality of service to members of the public

Members of the public can expect:

- To be notified on how their complaint will be dealt within 10 days
- To Locally Resolve complaints within 40 days
- To conclude investigations within 120 days
- To comply with FOI requests within 21 days
- To respond to subject access requests within 28 days
- To be informed of their rights of appeal against our decisions

Appeals

Members of the public can appeal to the Independent Police Complaints Commission against our decisions, outcomes or processes under the Police Reform Act 2002.

Members of the public can appeal to the Information Commissioner against our decisions relating to FOI or Data Protection.

There will be an internal appeals procedure relating to internal and external vetting decisions.

There is a disputes process relating to enhanced disclosure decisions

3. Objectives for 2006/7

- i) Develop use of the National Intelligence Model for the professional standards function.

- ii) Increase public complaints from minority groups by 5.
- iii) Increase confidential reporting of integrity/anti-corruption issues by 6.
- iv) Improve PSD's contribution towards monitoring of the Constabulary's Race and Diversity schemes.
- v) A system in place to facilitate the security of data through the application of integrity checks, clear audit trails and management activity.

4. Delivering the Objectives

Resources and Efficiency

PSD Budget 2006-2007	(£k)
Total Delegated	917,654
Total Managed	1,975
Total Administered	26,591
Total Budget	946,220

PSD has been set a cashable efficiency target of £8,203.

Performance Measurement

PSD's performance during 2006/07 will be measured against: -

- o Implementation of a Force Vetting policy with appropriate aftercare arrangements by 30th June 2006.
- o Improve the level of compliance with the Community Security policy (currently at 65%).
- o That we have a governance framework for security matters.
- o Achieving the target for increase in the number of complaints from minority groups.
- o Achieving the target for increase in the number of confidential reports.
- o To produce the following NIM products during this year: - 2 strategic assessment (April and November), 10 tactical assessments, 5 person and 10 problem profiles.

Accountability

- o Customer satisfaction surveys
- o PDR
- o Monthly updates to staff members on progress of complaints or investigations they are affected by
- o Monthly Office meetings
- o Regular update meetings with DCC

- Departmental Performance Review process
- Report to Police Authority Professional Standards Committee
- Appeals and Inspections process (HMIC and IPCC)

Risks

The major risks to achieving this plan are:

Risk	Action
Capacity of available resources (public complaints, FOI and Subject Access requests are all on the increase)	Maintain agreed level of staffing, manage workloads and objectives through Departmental Plan and individual's PDR, look for ways to improve business processes
Funding to carry out any changes against requirement to contribute towards cashable efficiency savings	Efficiency Plan submitted for 2006/07 and 2007/08. Risks identified.
Convincing stakeholders to engage when faced with other pressures and demands	Consultation and improved marketing of benefits and risks
Planning blight because of merger decision.	Clear leadership

5. Action Plans

Objective: Develop use of the National Intelligence Model within PSD to improve the professional standards function.			
Task	Lead	Output	Timing
Adopt language and develop templates for products	DCI Robinson	templates for PSD business	31 st May 2006
Define processes, roles and responsibilities	DCI Robinson	That we have defined processes and individuals understand their role and responsibilities	31 st May 2006
Educate staff	DCI Robinson	Improved knowledge	1 st April 2006
Develop protocol with OSD for access to analytical capability	DCI Robinson	Access to analytical capability	31 st May 2006
Outcome: To identify and priorities all PSD business and resources.			

Objective: Increase public complaints from minority groups by 5 in 12 months.			
Task	Lead	Output	Timing
Gap analysis against IPCC Statutory Guidance with action plan	DCI Robinson/Mr Hitch	Identification of best practice and an action plan for further work.	1 st June 2006
Establish third party reporting and complaints gateway organisations	DCI Robinson/Mr Hitch	A network of organisations willing to complete public complaints on behalf of others.	1 st June 2006
Improve accessibility to police complaints system for minority and LGBT groups.	DCI Robinson/Mr Hitch	A "register" of contacts, networks and groups with which to work in partnership.	1 st June 2006
Work with Force Confidence and Equality Board, Operations Sub Group to promote complaints system	Mr Hitch	Mainstreaming and use of established networks.	ongoing
Outcome: Improved trust and confidence in public complaints system			

Objective: Increase confidential reporting of integrity/anti-corruption issues by 6 in 12 months.

Task	Lead	Output	Timing
Strategy for promoting existing confidential reporting arrangements	DI Hudson	A communications and marketing strategy	31 st May 2006
Evaluate satisfaction with existing confidential reporting mechanisms	DI Hudson/Mr Hitch	Incorporated into customer satisfaction survey and cultural audit with Diversity Unit	30 th June 2006
Consider national position and benefits of completely independent, external reporting procedures	DCS Kirkbride/Diversity Unit	Decision on whether to implement HMIC recommendation or not.	30 th June 2006

Outcome: A greater willingness to report integrity issues

Objective: Improve PSD's contribution towards monitoring of the Constabulary's Race Equality and Diversity schemes.

Task	Lead	Output	Timing
Develop a process for initial assessment of complaints for diversity issues	Mr Hitch	Template for assessment against 6 strands of diversity	31 st May 2006
Develop guidance for supervisors in dealing with internal hate incident/crimes	DCS Kirkbride	Available guidance	31 st May 2006
Improve flow of intelligence and management information from matters dealt with informally and by grievance procedure (CRE rec 70)	DS Taylor	Agreed processes	30 th October 2006
Improve skills of PSD staff to investigate allegations of racial and other discrimination (CRE rec 75)	DCI Robinson	Improved skills	30 th October 2006
80% of Centurion records to include ethnicity data	Mrs Griffiths	Process for follow-up of unknowns	31 st July 2006
Proportionality in decision- making in public complaints, misconduct and vetting	Mrs Griffiths	Regular reports which allow monitoring by ethnicity	31 st July 2006

Outcome: Improved intelligence picture and leadership in diversity

Objective: A robust system to facilitate the security of data through the application of integrity checks, clear audit trails and management activity.

Task	Lead	Output	Timing
Develop a governance framework for security matters within the Constabulary	DCS Kirkbride	A Governance framework	30 th October 2006
Thematic on security matters at a forthcoming PDC	C/ Insp Johnson	Breakout sessions with feedback on ideas	31 st July 2006
Board blasting session with General Security Committee	C/Insp Johnson	A work plan	31 st May 2006
Risk assess security issues for estate	C/Insp Johnson	A risk assessment included in RSB Risk register	1 st Sep 2006
PSD audits to be more operational focused in support of NIM/Public Protection	C/Insp Johnson	NIM problem profiles	Ongoing to 31 st Mar 2007
Operation Enhance Action Plans to be implemented	C/Insp Johnson	Completed action plans	31 st Dec 2006
Review Constabulary approach to Internet access	DCS/RSB	A policy decision at RSB	1 st Sep 2006

Outcome: Higher profile for security issues in our day-to-day business leading to reduction in risk, security breaches and investigations.