

**CUMBRIA POLICE AUTHORITY
PROFESSIONAL STANDARDS COMMITTEE**

4 May 2005

Agenda Item No. 6

COMPLAINTS STRATEGY

At the last meeting I mentioned proposed work to improve investigation of and reduction in, public complaints. The strategy is reproduced below for information of the Committee.

Strategic links

1. National Policing Plan - Citizen Focus (PPAF domain A)
2. HMIC Baseline Assessment 2005 framework 1D (Professional Standards)
3. IPCC Statutory Guidance (currently being drafted)

Objectives

1. Improve investigation of Public Complaints
2. Reducing complaints and learning lessons

Critical Success Factors

1. Effective use of information in problem solving: -
Identify trends and patterns for reduction opportunities
Identify officers and teams of concern
Identify Repeat complainants
Identify Training needs and capability issues
Improve operational performance and service delivery
2. Adopt NIM approach: -

Level 3 - IPCC
Independent investigations, statutory guardianship of public complaints systems and inspection function
Level 2 - Force PSD
IPCC Managed and Supervised investigations, local investigations, some local resolutions, custodian of direction and control issues
Level 1 - BCU
Local resolutions and quality of service
3. Complaints information is included in both performance review (at all levels) and strategic assessments
4. Be open minded, complainant driven with focus on outcomes

5. Investigations are proportional, timely and are incident, not Officer focused
6. Strategies to reduce/avoid complaints is routinely incorporated into operational planning and risk assessments

Operational Plans and activity

1. Review management information with stakeholders and IMU
2. Deliver PSD training plan
3. Implementation of Chief Constables Review Action Plan
4. Develop and implement Recording and Management of Complaints policy, review procedures manual B-64
5. Strengthen PSD links with Equality Steering Group
6. Implement recommendations of PCA Report on “Investigating allegations of racially discriminatory behaviour”.
7. Improve accessibility to complaints system (for minority groups in particular).
8. Develop service standards for dealing with complaints correspondence and IPCC appeals.
9. Develop performance indicators around timeliness of local resolutions and local investigations.
10. Improve links to Operations Managements Board and processes for identification of best practice issues.
11. Develop concept of Complaints Manager within role of Performance Manager.
12. Establish position statement against recommendations of the Morris Inquiry (Chapter 7 – Professional Standards)
13. Explore opportunities to expand role of Police Authority

Monitoring Results

1. Respond to correspondence within 5 working days
2. Decision to record complaint within 10 days of complaint first coming to notice (which is either first contact with complainant in person or date complaint received by letter, fax, voice mail or e-mail)
3. Complete and return appeals to IPCC within 10 working days
4. Complete Local Resolutions within 40 days (from date received to completion of all actions)¹

5. Complete Local Investigations within 120 days (defined as from when complaint first received, minus any sub-judice time to when IO's report submitted to CPS or IPCC or IO's report/letter sent to complainant)²

¹ IPCC want to achieve 28 days over next 3 years

² HMIC KPI is 90% in 120 days. IPCC and Morris Inquiry want to reduce it to 90 days.

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