



**BUSINESS PLAN
2009 - 10**

Our Mission

“Our Mission is to support police forces, police authorities and policing agencies in Scotland to develop their complaint handling systems so that Scotland is held up as a world leader in this area.”

Strategic Aims

Strategic Aims 1- 4 are set out fully as objectives in the Management Statement and Financial Memorandum agreed with the Scottish Government, a copy of this document can be found on our website. (<http://www.pcc-scotland.org/corporate-information.aspx>)

Strategic Aim 1

Scrutinise independently the manner in which ‘relevant authorities’* handle complaints about the police from the public.

Strategic Aim 2

Ensure that ‘relevant authorities’* in Scotland have in place appropriate procedures for handling complaints and that these procedures are followed effectively.

Strategic Aim 3

Drive up standards and consistency in the way police complaints are handled across by ‘relevant authorities’* in Scotland.

Strategic Aim 4

Prepare reports for Scottish Ministers about how complaints are being dealt with, both general reports commenting on by ‘relevant authorities’* as a whole, and specific reports dealing with particular issues which may arise.

Strategic Aim 5

Demonstrate business effectiveness and best value ensuring continuous improvement in all areas of the PCCS’s work.

***the “relevant authorities” are—**

- (a) each chief constable;*
- (b) each police authority whose area is not combined by virtue of an amalgamation scheme under the 1967 Act with the area of any other police authority;*
- (c) each joint police board;*
- (d) the Scottish Police Services Authority; and*
- (e) the Director General of the Scottish Crime and Drug Enforcement Agency.*

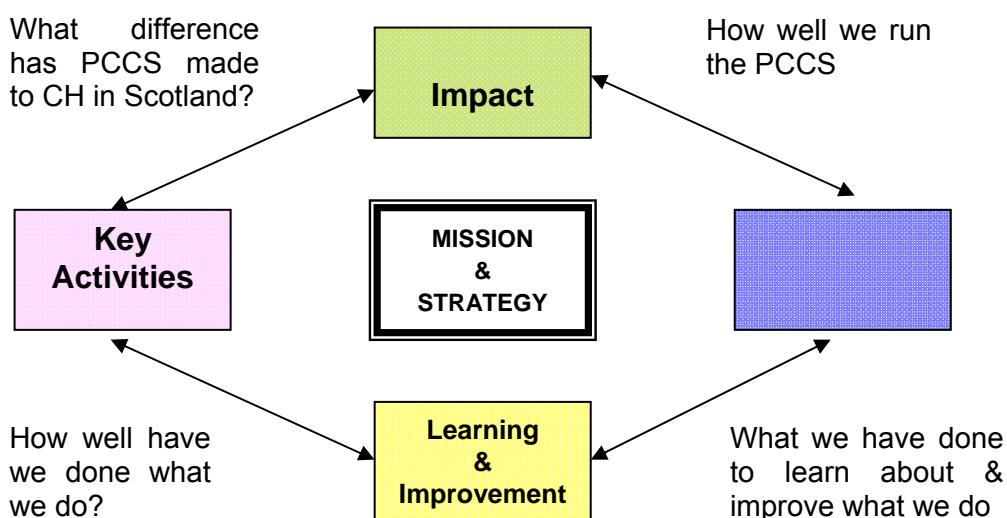
Working towards a safer and stronger Scotland

The Scottish Government's purpose is "to focus government and public services on creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth". Delivery of this purpose and its supporting strategic objectives is underpinned by a National Performance Framework. More details regarding Scotland Performs can be found at: <http://www.scotland.gov.uk/About/scotPerforms>

The PCCS is committed to making its contribution to the purpose and all strategic objectives. In particular it believes that it can contribute to the Safer and Stronger strategic objective which is **to help local communities to flourish, becoming stronger, safer places to live, offering improved opportunities and a better quality of life**. To help measure the results we achieve, we have devised a performance management regime based on the Balanced Scorecard, a strategic planning and management system that is used extensively in business and industry, government, and non-profit organizations worldwide to align business activities to the vision and strategy of the organisation, improve internal and external communications, and monitor organisation performance against strategic aims. The PCCS has been aided in this respect by Mik Wisniewski, Senior Research Fellow, Department of Management Science, University of Strathclyde an acknowledged expert in the field.

PCCS BALANCED SCORECARD

STRATEGIC PERSPECTIVE



People and Resources

During 2008 – 09 the PCCS underwent a period of planned development to ensure the organisation was able to address fully its strategic aims. For 2009 - 10, excluding the Commissioner and Director, the PCCS will have a full time equivalent staff of 15. Further growth is not anticipated. This has been achieved within the Scottish Government Justice Directorate previously agreed and allocated budget of £1 million grant – in-aid.

Business Plan 2009-10

Strategic Aim 1: To scrutinise independently the manner in which police organisations deal with complaints from the public they serve.

How performance will be measured under this main strategic aim –

- Delivery of projects/publications in time and budget
- No. of complaint handling reviews undertaken
- No. of recommendations to relevant authorities
- Complainant's satisfaction with PCCS process

Key Objective	Timescale	Resources	Lead person(s)
1.1 Undertake a comprehensive review of the PCCS complaints handling process	By end of July 09	Running costs	Complaints Review Manager
1.2 Complete formal agreements with national organisations that use police type powers in Scotland; this includes the British Transport Police (✓), the Civil Nuclear Police Constabulary (✓) and their authorities, the Ministry of Defence Police and Guarding Agency, the UK Borders Agency, HM Revenue and Customs and the Serious and Organised Crime Agency.	By end of July 09	Running costs	Police Adviser
1.3 Set in place formal agreement with the Independent Police Complaints Commissioner for England and Wales and the Crown Office and Procurator Fiscal Service (COPFS), regarding complaints with cross border implications.	By end of July 09	Running costs	Police Adviser
1.4 Set in place formal agreement with Crown Office and Procurator Fiscal Service (COPFS), regarding complaints with identified as criminal.	By end of July 09	Running costs	Police Adviser
1.5 Continue collaborative working agreements with colleagues in the Independent Police Complaints Commissioner for England and Wales, the Office of the Police Ombudsman for Northern Ireland and the Garda Síochána Ombudsman Commission.	Ongoing	Running costs + £5k	Director
1.6 Carry out an enquirers/complainers satisfaction survey and establish arrangements to continue on a regular basis	July/August 09 <i>Additional stages planned for completion by Dec 09</i>	£20k (Carry forward from 08 – 09 Budget)	Quality Assurance Manager

Strategic Aim 2: To ensure that police organisations in Scotland have in place appropriate procedures for handling complaints and that these procedures are followed effectively.

How performance will be measured under this main strategic aim –

- Delivery of projects in time and budget
- No. of audits undertaken
- Uptake of PCCS recommendations
- Feedback from Relevant Authorities and other stakeholders
- Response of 'relevant' authorities to lessons learned/identified areas for improvement

Key Objective	Timescale	Resources	Lead person(s)
2.1 (a) Develop an appropriate audit methodology to provide assurance of relevant authorities complaints recording and handling policies and procedures 2.1 (b) implement appropriate audit methodology, monitoring and evaluation	By end of January 2010 By end of March 2010	Running costs + programme costs of £11k	Quality Assurance Manager
2.2 Review accessibility of police complaint handling processes	By end of September 2009	Running costs + programme costs of £11k	Quality Assurance Manager
2.3 Implement Phase 2 of the 'Centurion' database project linking police force systems with the PCCS system via secure networks	By end of December 2009	£10K	Police Adviser

Strategic Aim 3: To drive up standards and consistency in the way police complaints are handled across the Scottish Police Service.

How performance will be measured under this main strategic aim –

- Delivery of projects in time and budget
- Responses from Scottish Ministers
- Feedback from Relevant Authorities and other stakeholders
- Monitor public awareness
- No. of lessons learned identified

Key Objective	Timescale	Resources	Lead person(s)
3.1 Undertake an examination of ‘relevant authorities’ current complaints recording and handling policies and procedures with suggested areas for improvement of police complaints handling nationally. <i>(Linked to 4.2)</i>	By end of October 2009	Running costs + programme costs of £11k	Quality Assurance Manager
3.2 In support of 3.1 facilitate and draw on PCCS commissioned research into complaints handling policies and procedures within the UK and internationally across both public and private sectors	October 2009	£50k (Carry forward from 08 – 09 Budget)	Quality Assurance Manager
3.3 In culmination of 3.1 arrange and host a major conference on police complaints handling	January 2010	£10k	Police Adviser
3.4 Develop a Outreach Strategy to complement the PCCS strategic aims and objectives to include <i>(Linked to 5.4):-</i> <ul style="list-style-type: none"> • Raising public awareness of the PCCS • identification and feedback of lessons learned to individual relevant authorities • publication of regular newsletters 	By end of September 2009 and thereafter ongoing	Running costs + £1k	Quality Assurance Manager

Strategic Aim 4: To prepare reports for Scottish Ministers about how complaints are being dealt with, both general reports commenting on police organisations as a whole, and specific reports dealing with particular issues which may arise.

How performance will be measured under this main strategic aim –

- Delivery of projects/publications in time and budget
- Number of ‘ad hoc’ reports published
- Monitor responses from Scottish Ministers and the Scottish Parliament

Key Objective	Timescale	Resources	Lead person(s)
4.1 Publication of PCCS Annual Report and Accounts to include detailed statistical analysis of: - <ul style="list-style-type: none"> • number and nature of PCCS enquires/case handling reviews undertaken • number and nature of complaints received by relevant authorities. 	By end of September 2009	£8k printing and design budget	Strategic Business Manager/ Communications Manager
4.2 Publication of report/consultation document on ‘relevant authorities’ current complaints recording and handling policies and procedures with suggested areas for improvement. <i>(Linked to 3.1)</i>	December 2009	£8k printing and design budget	Quality Assurance Manager/Officer
4.3 Identify and report on any specific issues emerging from either our case handling reviews or other work and where appropriate report to ministers.	As required	Running costs	Complaints Review Manager/ Quality Assurance Manager/ Police Adviser

Strategic Aim 5: Demonstrate business effectiveness and vest value ensuring continuous improvement in all areas of the work of the PCCS

How performance will be measured under this main strategic aim –

- Outcome of internal/external audit
- Review of the BV self-assessment process
- By benchmarking with other organisations
- By use of the Balanced Scorecard (framework for monitoring and setting of strategic key performance measures)

Key Objective	Timescale	Resources	Lead person(s)
5.1 Development of PCCS Corporate Plan for 2010 – 13 and associated Business Plan 10 - 11	January/February 2010	Running costs and £8k printing and design budget	Strategic Business Manager/ Planning and Performance Officer*
5.2 (a) Further develop the PCCS Balanced Scorecard performance framework 5.2 (b) design and produce an associated monthly performance report	On-going By June 2009	Running costs	Strategic Business Manager/ Planning and Performance Officer*
5.3 Quality assure our working practices seeking formal accreditation to the Customer Service Excellence standard.	09 - 10	Running costs	Strategic Business Manager
5.4 Carry out a best value self assessment exercise and implement resultant BV Action Plan	December 2009	Running costs	Strategic Business Manager
5.5 Develop a Communications Strategy to complement the PCCS strategic aims and objectives. <i>(Linked to overarching Outreach & Engagement Strategy & Plans at 3.4)</i>	By end of September 2009	Running costs	Strategic Business Manager/ Communications Manager
5.6 Work toward liP status to be achieved during 2010 - 11	Ongoing	Running costs	Strategic Business Manager
5.7 Implementation of the programme of appraisal and review of all PCCS staff related policies and procedures	On-going as per timetable	Running costs	Strategic Business Manager/ Planning and Performance Officer*
5.8 Development of PCCS corporate training plan and implementation thereafter	By May 2009 and ongoing thereafter	Running costs and staff development costs - £20k allocated for training and development	Strategic Business Manager

* Current Vacant Post

Appendix A- PCCS Organisational Structure

