

PCCS BUSINESS PLAN 2010-11

Impartial Oversight and Reform

Commissioner's Foreword

This Business Plan explains how as the Police Complaints Commissioner for Scotland, I intend to **meet my objectives** for the financial year 2010 – 11 and continue to **deliver impartial oversight** of police complaint handling process as well as **bring about reform** of that process.

The Police, Public Order and Criminal Justice (Scotland) Act 2006 details my powers and duties both to provide impartial oversight but also to ensure that police complaint handling arrangements as they operate are fit for purpose.

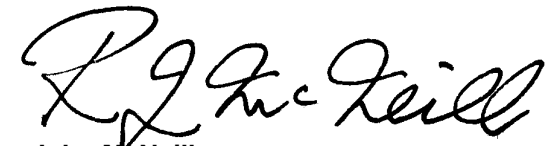
To achieve the latter it is important that all the stakeholders to the process must work together. In that respect progress has been made and I am confident will continue to develop.

What I do, will be driven by my strategic aims agreed with the Scottish Government. The PCCS has recently published its Corporate Plan which lays out what these aims for the next 3 years. This Business Plan should be read in conjunction with that document a copy of which can be found at <http://www.pcc->

scotland.org/assets/0000/0637/PCCS_Corp_Plan_2010-13.pdf.

In delivering this Plan I am conscious that financial pressures will have an impact. Against this climate it is important that I and my staff strive to deliver best value in all that we do continuously improving at the same time.

I look forward to working with all my staff at PCCS in delivering a service to all stakeholders in the spirit of impartiality and independence as outlined in the Act.



John McNeill

Police Complaints Commissioner for Scotland

Commissioner's Role

The post of the Commissioner was established in 2007 under the **Police, Public Order and Criminal Justice (Scotland) Act 2006** and the current Commissioner John McNeill was appointed in 2009.

The Commissioner looks at the way in which the police handle complaints about them. This includes complaints about police officers, whether on or off duty, as well as complaints about civilian members of staff. The Commissioner can also look at complaints about the quality of the service given by the police.

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.

Corporate Objectives

Corporate Objectives 1- 3 are based on our original 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>)

Corporate Objective 1

Through independent scrutiny, examine the way in which police bodies* in Scotland handle complaints (* see Appendix B)

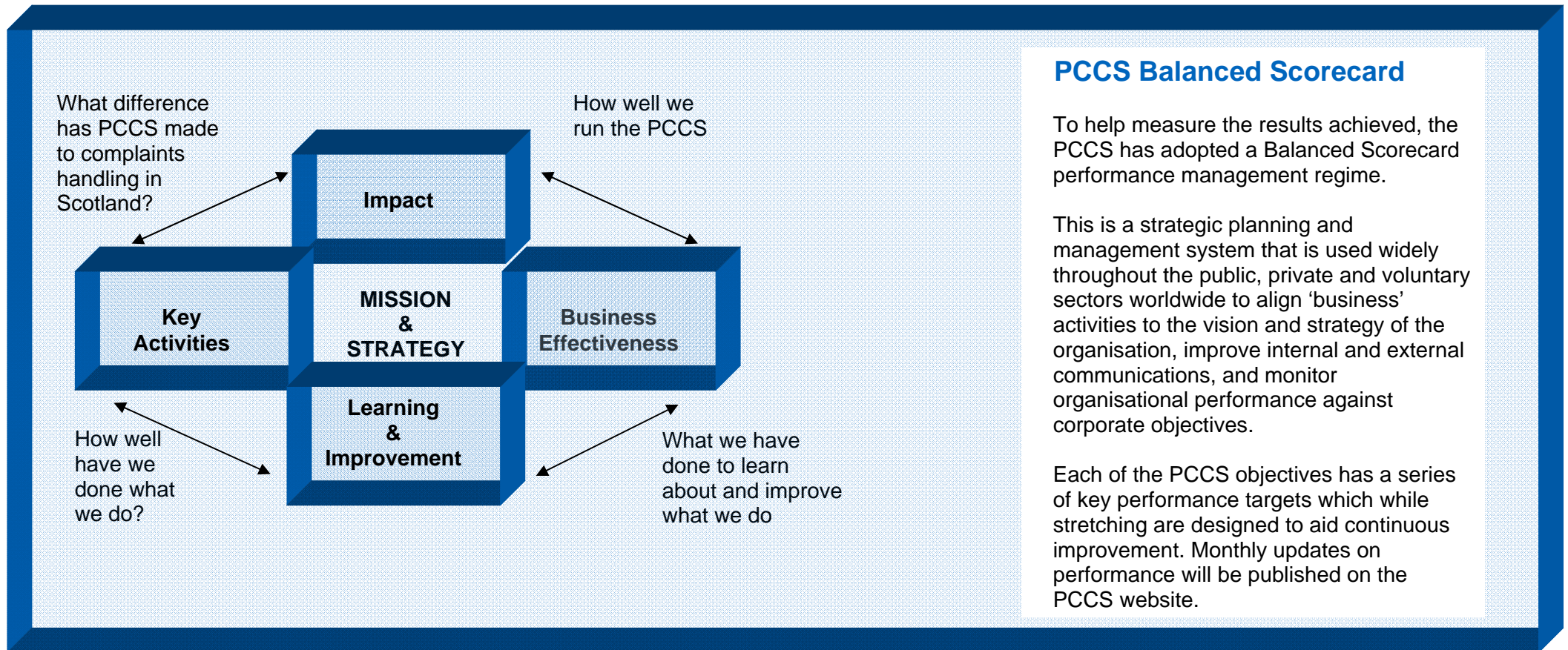
Corporate Objective 2

Ensure that police bodies in Scotland follow appropriate and effective procedures for complaints handling that are subject to continuous improvement and modernisation

Corporate Objective 3

Demonstrate business effectiveness in accordance with best practice for Scottish public sector bodies, ensuring continuous improvement in all areas of the PCCS work

Managing Performance



People and Resources

This Business Plan represents in detail the first year of the PCCS three-year Corporate Plan for the period 2010 – 13. It has been prepared against a backdrop of increasing financial pressure across the entire public sector.

For 2010 - 11, excluding the Commissioner and Director, the PCCS will have a full time equivalent staff of 15. Further growth is not anticipated. The plan will be achieved within the allocated budget of £1.033 million.

CORPORATE OBJECTIVE 1: Through independent scrutiny, examine the way in which police bodies in Scotland handle complaints.

How performance will be measured under this main strategic aim –

- Number of applications received from the public about Scottish police forces, Scottish policing bodies and UK policing organisations operating in Scotland.
- Number of Complaint Handling Reviews produced and reduced time taken for completion.
- Number of case conferences per year.
- Number of recommendations made by PCCS following publication of Complaint Handling Reviews.
- Number of recommendations implemented by Forces or relevant bodies following publication of Complaint Handling Reviews.

Key Objective	Timescale	Resources	Lead person(s)	Current Status
1.1 a) Carry out case handling reviews within agreed timescales b) Monitor and secure implementation by police bodies of recommendations arising from CHR's	Ongoing	Within existing resources	Complaints Review Manager (CRM)	
1.2 Establish Peer Review Group and subject internal complaint handling procedures and outputs to external quality assurance to ensure they are efficient, robust and accessible	1 st meeting – October 2010	T&S of group meeting 2/3 times per year up to £1k	CRM	
1.3 Monitor applicants' and police officers'/staff experience of complaint handling through monitoring forms and in-house research.	Ongoing	Within existing resources	Policy Officer	
1.4 Review the Commissioner's powers and where appropriate seek legislative change	Ongoing	Within existing resources	CRM / Policy Officer	
1.5 Continue to raise the profile of the PCCS through Communications and Engagement Strategy a) See 3.8 b) Further enhance public accessibility to police complaint handling process (Linked to 2.2(c))	Ongoing	Within existing resources	a) Comms Manager (CM) b) QAM	

Key Objective	Timescale	Resources	Lead person(s)	Current Status
1.6 Secure arrangements for the handling of relevant complaints about HM Revenue and Customs	November 2010	Within existing resources	Quality Assurance Manager (QAM)	

CORPORATE OBJECTIVE 2: Ensure that police bodies in Scotland follow appropriate and effective procedures for complaints handling that are subject to continuous improvement and modernisation.

How performance will be measured under this main strategic aim –

- Appropriate legislative changes to police complaints systems achieved and guidance issued
- Number of research projects delivered and implemented
- Number of 'practice' bulletins issued
- Number of information seminars hosted by PCCS
- Number of assessments conducted by PCCS and recommendations implemented

Key Objective	Timescale	Resources	Lead person(s)	Current Status
2.1 Working with all stakeholders devise and issue statutory guidance to police bodies in Scotland for an effective customer-focused police complaints system (Dependent on progress in modernising police complaints conduct regulations 2.5)	March 2011	Project Board (Commissioner, Director, QAM, CRM) Within existing resources	QAM / QA Officer	
2.2 Establish a programme of intelligence led reviews to ensure relevant body arrangements are maintained, are efficient and effective, are adhered to and are continuously improved including:- a) assessment of police board/authority capability b) follow up on Northern Constabulary audit c) follow up user - accessibility assessment d) assessment of UK - wide policing bodies Agreements	a) Nov 2010 b) Oct 2010 c) Feb 2011 d) Ongoing	Within existing resources	QAM / QA Officer	
2.3 Publish regular bulletins highlighting lessons learned and good practice which have resulted from the Commissioner's reviews, audits and assessments	1 st edition – July 2010	Within existing resources	CRM / QAM/ CM	

Key Objective	Timescale	Resources	Lead person(s)	Current Status
(Provisionally July, November and March)				
2.4 Contribute to the development of training for police bodies frontline complaint handlers	Ongoing	Within existing resources	QAM	
2.5 Develop a range of reforms to the police complaints system in conjunction with stakeholders which move the focus from a blame culture to a learning one a) participation in PABS Technical Working Group b) See 2.1	a) PABS WG to have proposals for legislation by Jan 2011 b) March 2011	Within existing resources	Director/QAM	
2.6 Develop the annual reporting of police complaints statistics into a robust performance framework a) publish police complaints statistics for Scotland b) oversee implementation of national guidance on how complaints about the police are recorded	a) October 2010 b) March 2011	a) £10 ½ k – outsourced to IPCC b) ACPOS Working Group	QAM	
2.7 Conduct research that leads to practical measures to assist frontline complaint handling and resolution	Phase 1 by October 2010 Phase 2 by April 2011	£63k - SOFMH Contract	QAM	
2.8 Monitor and evaluate public confidence in police complaints handling in Scotland by participating in IPCC managed UK wide survey exercise	Subject to budget position in Jan 2011	£10k – outsourced to IPCC – TBC if going ahead	QAM	

CORPORATE OBJECTIVE 3: Demonstrate business effectiveness in accordance with best practice for Scottish public sector bodies, ensuring continuous improvement in all areas of the PCCS work.

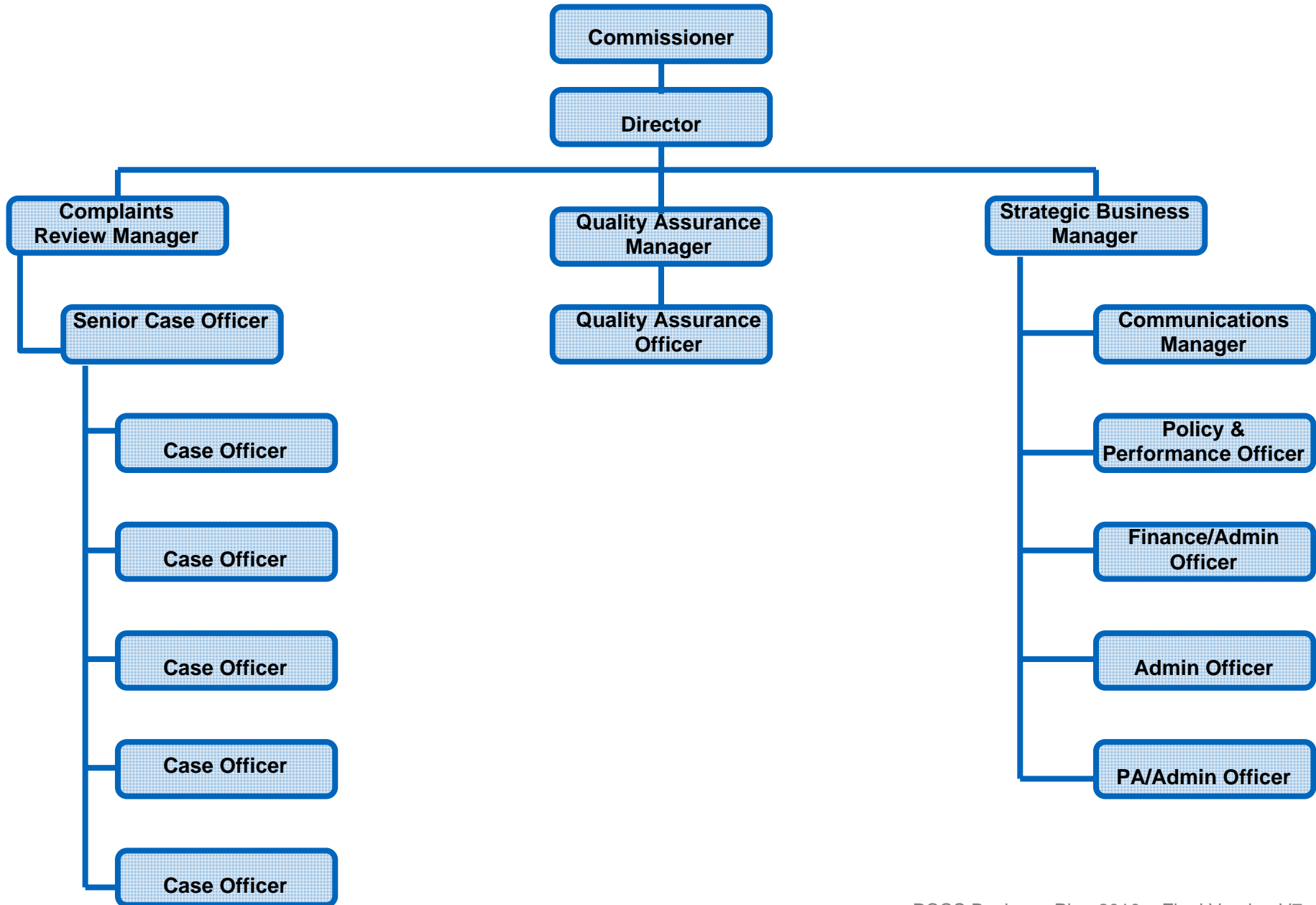
How performance will be measured under this main strategic aim –

- Number of shared services undertaken between PCCS, stakeholders and other bodies
- Number of public performance management reports produced
- Progress against efficiency targets
- Number of improvement actions implemented arising from audit committee scrutiny
- Number of complaints about PCCS' service
- Levels of service user satisfaction
- Number of appropriate learning and development opportunities for staff

Key Objective	Timescale	Resources	Lead person(s)	Current Status
3.1 Maintain and develop shared service opportunities with similar analogous bodies a) Contracting out to IPCC for relevant services - linked to 2.6 b) Participation in accredited training process with GSOC, PONI and IPCC c) Participation in bi - annual Irish and UK police oversight research group d) Participation in annual Irish and UK police oversight symposium e) Further development opportunities	Ongoing	Within existing resources	a) QAM b) Director c) QAM d) SBM e) SBM	
3.2 Develop infrastructure support for post of Judicial Complaints Reviewer	Subject to agreement with Justice Department	Within existing resources + start up costs	SBM/CRM/Policy Officer	
3.2 Develop and undertake a best value regime	Dec 2010	Within existing resources	SBM	
3.3 Establish an Audit Committee to ensure rigorous internal governance and risk mitigation of all PCCS internal operations	By July 2010	T&S for Audit Members 4 x 3 times per year up to 1k	SBM	

Key Objective	Timescale	Resources	Lead person(s)	Current Status
3.4 Mature the performance management system and produce regular public reports a) Publication of initial internal and public performance reports	By June 2010 and thereafter monthly reporting	Within existing resources	SBM	
3.5 Carry out process improvements to enhance service standards and exceed service user expectations	Ongoing	Within existing resources	SBM/Policy Officer/Finance Officer	
3.6 Make increased use of IT systems to improve process efficiencies a) development of PCCS intranet b) improvements to Centurion complaint recording system as required	a) by end of June 2010 b) Subject to review with department on funding in Sept 2010.	a) Within existing resources b) 10k	a)CM b) SBM	
3.7 Exceed efficiency savings targets of 2% of budget (£20k)	Ongoing	With existing resources	SBM	
3.8 Establish and maintain links with key stakeholders e.g. Citizens Advice Bureau, Health, Crown Office, Social Work, Scottish Human Rights Commission (Linked to 1.6) a) Improved communication and web site links b) Host series of Commissioner's Seminar Sessions for key stakeholders	a) Ongoing b) September, December and March	Within existing resources	CM	
3.9 Contribute to review PCCS Management Statement (MS) and associated Financial Memorandum (FM)	By December 2010	Within existing resources	SBM/Policy Officer in conjunction with sponsor Directorate	
3.10 Monitor and review Commissioner's role and demands thereon	By December 2010	Within existing resources	Director/SBM	

Appendix A- PCCS Organisational Structure



Appendix B - Relevant Police Bodies

Scottish Police forces	Scottish Police authorities and boards	Scottish Police bodies
Central Scotland Police	Central Scotland Joint Police Board	Scottish Police Services Authority
Dumfries & Galloway Constabulary	Dumfries & Galloway Police and Fire and Rescue Authority	Scottish Crime and Drug Enforcement Agency
Fife Constabulary	Fife Police, Fire and Safety Committee	UK police bodies operating in Scotland
Grampian Police	Grampian Joint Police Board	British Transport Police and British Transport Authority
Lothian and Borders Police	Lothian and Borders Joint Police Board	Civil Nuclear Constabulary and Civil Nuclear Constabulary Authority
Northern Constabulary	Northern Joint Police Board	Ministry of Defence Police
Strathclyde Police	Strathclyde Police Authority	Serious and Organised Crime Agency
Tayside Police	Tayside Joint Police Board	United Kingdom Border Agency