

# PIRC BUSINESS PLAN 2016-17

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pirc

Police Investigations &  
Review Commissioner

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# THE ROLE OF THE COMMISSIONER

THE POST OF POLICE INVESTIGATIONS & REVIEW COMMISSIONER (PIRC) IS A MINISTERIAL APPOINTMENT WHICH WAS FIRST ESTABLISHED IN APRIL 2013.

The Commissioner has the following areas of responsibility:

- She investigates certain matters involving the police when directed to do so by the Crown Office and Procurator Fiscal Service (COPFS). This may include, for example, deaths in custody, serious road collisions involving the police and offences committed by police officers. She may also investigate serious incidents involving the police at the request of the Chief Constable or the Scottish Police Authority. Requests for investigations from the Chief Constable may include the death or serious injury of a person following contact with the police or the use of firearms by police officers.
- She undertakes reviews of the way in which policing bodies operating in Scotland handle complaints made about them. She also ensures that the Scottish Police Authority and Chief Constable maintain suitable arrangements for the handling of complaints made to them.
- She may investigate allegations of misconduct by a senior police officer of the rank of ACC and above, if requested to do so by the Scottish Police Authority.
- She may investigate relevant police matters where she considers it would be in the public interest.

Following the conclusion of an investigation or review, the Commissioner may make recommendations to police bodies as to how they can improve the manner in which they operate and deliver their services to the public in Scotland.

# INTRODUCTION

THIS BUSINESS PLAN DETAILS OUR DELIVERY PLAN FOR YEAR ONE OF OUR 2016-19 STRATEGIC PLANNING PERIOD AND SETS OUT OUR VISION TO SECURE AND INCREASE PUBLIC CONFIDENCE IN POLICING IN SCOTLAND THROUGH SUPPORTING CONTINUOUS IMPROVEMENT AND PROMOTING POSITIVE CHANGE IN POLICING BODIES OPERATING IN SCOTLAND.

The Strategic Plan highlights the PIRC's objectives and drives this Business Plan, which in turn details how we will deliver on those objectives in 2016/17. Targets have been set in the knowledge that the nature and complexity of the work conducted by the PIRC has changed over the last three years and is likely to continue to change during the lifetime of the Strategic Plan.

This Business Plan is aligned to our financial plan based on our funding allocation for the year 2016/17.

During 2015/16, there was a marked increase in the number of investigations conducted at the direction of the Crown Office and Procurator Fiscal Service (COPFS). Many of these investigations were high profile, which, in turn increased public awareness and scrutiny of our work. To meet the increased demands placed on PIRC Investigators, they will continue to undertake professional development training throughout the year ahead.

Much work was undertaken last year, to modernise and streamline the way in which the PIRC reviews how policing bodies in Scotland handle complaints made to them. This has transformed the delivery of complaint handling reviews, considerably reducing the timescale taken by the PIRC to conduct. Overall, 93% of these reports are now delivered to applicants within three months. The challenge over the coming year, will be to maintain this expedited delivery in a demanding financial environment.

We recognise the benefits which developments in modern Information Technology can achieve and are committed to working with partners to exploit those opportunities and to enhance our accessibility to the public through an improved website.

To enhance the PIRC's capacity to deal with the expanding areas of business, the Scottish Government committed additional resource this year, which is being applied to strengthen and increase resilience within the organisation. The PIRC will maintain dialogue with the Government throughout the forthcoming year in relation to ongoing resourcing.

As regards the achievement of our set objectives, the three teams – Investigations, Reviews and Corporate Services - have developed delivery plans to monitor their business performance. These are reviewed monthly by the Senior Management Team (SMT) and quarterly by the PIRC Audit and Accountability Committee to assess progress against key performance indicators.

The introduction of a revised performance appraisal system ensures that all staff personal objectives directly link to the overall organisational objectives for 2016/17.

These mechanisms provide reassurance of the PIRC's commitment to deliver Investigations and Reviews effectively and efficiently without compromise to the quality of service.

# DELIVERING OUR OBJECTIVES FOR 2016-17

## STRATEGIC OBJECTIVE 1:

“TO UNDERTAKE INDEPENDENT, THOROUGH AND TIMELY INVESTIGATIONS INTO INCIDENTS INVOLVING THE POLICE, WITH THE AIM OF IMPROVING THEIR PROCEDURES AND INCREASING PUBLIC CONFIDENCE IN POLICING IN SCOTLAND.”

OBJECTIVE	ACTIONS	PERFORMANCE MEASURE
To undertake thorough and impartial investigations in a timely manner into incidents involving police bodies operating in Scotland	<ul style="list-style-type: none"> <li>● Ensure robust management oversight throughout the investigation process</li> <li>● Ensure sound quality assurance processes to scrutinise the quality of reports</li> </ul>	<ul style="list-style-type: none"> <li>● 90% of full or interim reports submitted to COPFS / Police Scotland / SPA and other relevant Policing Bodies within 56 days.</li> <li>● 100% of final reports submitted to Police Scotland, SPA and other relevant Policing Bodies are materially factually accurate.</li> <li>● 100% of assessments completed within 5 working days of receipt of requested documentation</li> </ul>
To ensure that the Investigations Team is adequately skilled through a process of continuous professional development and training	<ul style="list-style-type: none"> <li>● Develop occupational standards for investigators</li> <li>● Maintain the PIRC’s trainee investigators programme,</li> <li>● Undertake training related to the Criminal Justice Scotland Act 2016</li> <li>● Undertake training in respect of the investigation of Serious Sexual Crimes</li> </ul>	<ul style="list-style-type: none"> <li>● Occupational standards drafted</li> <li>● Up-to-date, satisfactory trainee portfolios</li> <li>● All staff trained in the Criminal Justice Scotland Act 2016</li> <li>● All relevant staff trained in the investigation of serious sexual crimes</li> </ul>
To engage positively with stakeholders, policing bodies and other relevant agencies operating in Scotland	<ul style="list-style-type: none"> <li>● Continue to deliver programme of presentations to probationers and first-line managers</li> <li>● Pro-actively seek new opportunities to engage with a range of stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>● PIRC presentations delivered to 100% of Police Scotland probationer and first line manager training courses</li> <li>● 4 PIRC presentations per annum delivered to SPA</li> <li>● 4 PIRC presentations per annum delivered to other relevant policing bodies</li> <li>● 6 PIRC presentations per annum delivered to non-police stakeholders e.g. COPFS, NHS etc.</li> </ul>

**STRATEGIC OBJECTIVE 2:**

“TO UNDERTAKE INDEPENDENT EXAMINATION OF THE WAY THE POLICE HANDLE COMPLAINTS, WITH THE AIM OF INCREASING PUBLIC CONFIDENCE IN POLICING IN SCOTLAND BY MAKING RECOMMENDATIONS AND ENSURING THAT POLICING BODIES HAVE SUITABLE COMPLAINTS PROCEDURES.”

OBJECTIVE	ACTIONS	PERFORMANCE MEASURE
To undertake thorough complaint handling reviews and promote best practice to policing bodies operating in Scotland	<ul style="list-style-type: none"> <li>● Make recommendations, identifying learning points and issue reconsideration directions</li> <li>● Monitor the implementation of recommendations and reconsideration directions by policing bodies</li> <li>● Undertake effective audits of the police complaint handling process to ensure continual improvements to the system</li> </ul>	<ul style="list-style-type: none"> <li>● 90% of cases accepted for review are completed within 3 months</li> <li>● Number of upheld challenges to material factual accuracy of complaint handling review reports does not exceed 5%</li> <li>● 90% of recommendations made in complaint handling review reports are accepted by policing bodies within 2 months</li> </ul>
To engage with policing bodies through meetings, presentations and workshops to achieve improvement in their handling of complaints about the police	<ul style="list-style-type: none"> <li>● Issue regular bulletins to policing bodies operating in Scotland, summarising issues and themes identified in complaint handling reviews</li> <li>● Consult with stakeholders on the format and content of a new bulletin</li> </ul>	<ul style="list-style-type: none"> <li>● 3 PIRC presentations per annum be delivered to officers involved in the handling of complaints within Police Scotland</li> <li>● PIRC presentations delivered to 100% of Police Scotland probationer and first line manager training courses</li> </ul>
To increase transparency and drive up policing standards	<ul style="list-style-type: none"> <li>● Publish complaint handling reviews on the PIRC website</li> <li>● Issue press releases to accompany the publication of complaint handling reviews</li> <li>● Create a section on the PIRC website to provide information about implementation of recommendations and directions by policing bodies</li> </ul>	<ul style="list-style-type: none"> <li>● 90% of recommendations made in complaint handling review reports are accepted by policing bodies within 2 months</li> <li>● Evaluation of feedback received from stakeholders</li> </ul>

# DELIVERING OUR OBJECTIVES FOR 2016-17 CONTINUED

## STRATEGIC OBJECTIVE 3:

“TO DEMONSTRATE A HIGH LEVEL OF GOVERNANCE AND BUSINESS EFFECTIVENESS IN ACCORDANCE WITH BEST PRACTICE FOR SCOTTISH PUBLIC SECTOR BODIES.”

OBJECTIVE	ACTIONS	PERFORMANCE MEASURE
To demonstrate effective governance arrangements that provide an appropriate framework for organisational decision-making	<ul style="list-style-type: none"> <li>● Embed new organisational structure</li> <li>● Develop decision making model and scheme of delegation</li> </ul>	<ul style="list-style-type: none"> <li>● Timely decisions</li> <li>● Staff awareness of decision making framework</li> </ul>
To demonstrate sound governance of the PIRC's financial resources	<ul style="list-style-type: none"> <li>● Undertake monthly financial forecasts</li> <li>● Continue to work with other organisations to identify appropriate shared service opportunities</li> <li>● Continue to make efficiency savings of at least 1% or whatever targets may be set by the Scottish Government</li> </ul>	<ul style="list-style-type: none"> <li>● Percentage variance against annual budget</li> <li>● 100% implementation of internal and external audit recommendations within agreed timescales</li> <li>● 100% of PIRC management accounts submitted monthly to SMT</li> <li>● 95% of payments made to suppliers within 10 days</li> <li>● 20 shared service agreements achieved</li> <li>● 1% annual efficiency saving achieved</li> </ul>
To demonstrate a commitment to staff development	<ul style="list-style-type: none"> <li>● Embed and monitor implementation of the new staff performance appraisal and development process</li> <li>● Maintain a staff training needs analysis</li> <li>● Facilitate access to e-learning</li> <li>● Use the Civil Service learning facility</li> </ul>	<ul style="list-style-type: none"> <li>● 100% of staff appraisals completed</li> <li>● 90% of 'Essential' training needs identified met by year end</li> <li>● 50% of 'desirable' training needs met by year end</li> </ul>

## FUNDING IN 2016/17

THE PIRC IS FUNDED BY THE SCOTTISH GOVERNMENT THROUGH GRANT IN AID WHICH IS RECEIVED THROUGHOUT THE YEAR IN INSTALMENTS ALIGNED TO EXPENDITURE ON PAY AND SERVICES.

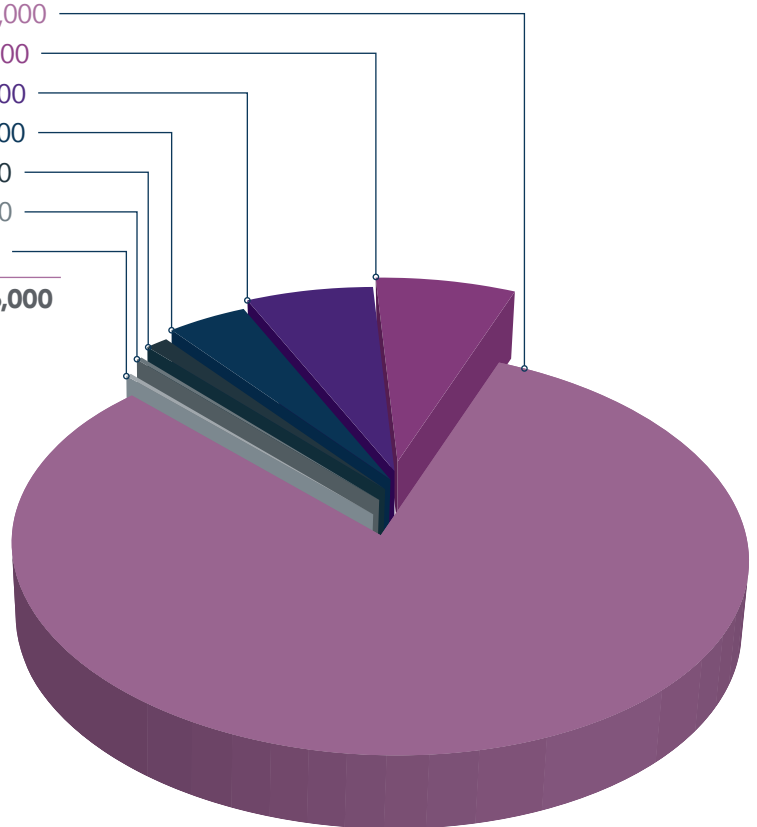
The funding allocation was set at £3,186,000 for the financial year 2016/17.

The management of grant in aid funds centres on a framework of achieving best value for money by ensuring that resources are applied economically, efficiently and effectively to support business aims and strategic objectives.

A breakdown of our funding is contained in the diagram below.

### Funding Categories

Salaries & Associated Costs	£2,601,000
Other Running Costs	£208,000
Rent & Rates	£192,000
Office Equipment & IT	£124,000
Legal & Audit	£37,000
Training & Development	£15,000
Quality Assurance & Engagement	£9,000
<b>Total</b>	<b>£3,186,000</b>



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