

PIRC BUSINESS PLAN 2017-18

pirc

Police Investigations &
Review Commissioner

THE ROLE OF THE COMMISSIONER

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

The Commissioner has the following areas of responsibility:

- She investigates certain matters involving the police, which are referred to her by the Crown Office and Procurator Fiscal Service (COPFS). This may include, for example, deaths in custody and alleged 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 serious injury of a person in police custody, 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 Assistant Chief Constable (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.

The Strategy for Justice in Scotland

The PIRC remains committed to contributing to the delivery of the Scottish Government's national outcomes, primarily those to make the country 'safer and stronger' and the Strategy for Justice. The work of the PIRC will directly contribute to the undernoted national and justice outcomes as detailed in the PIRC's Strategic Plan:

- We live our lives safe from crime, disorder and danger.
- We deliver strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.
- Our public services are high quality, continually improving, efficient and responsive to local people's needs.

INTRODUCTION

THIS BUSINESS PLAN DETAILS HOW WE WILL DELIVER YEAR TWO 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.

The plan outlines the PIRC's objectives for the financial year 2017-18 in support of delivery of the three year Strategic Plan set in 2016. The targets have been set around a demand profile which has increased markedly over the last four years and is likely to continue to do so during the lifetime of the Strategic Plan. The Business Plan is aligned to our annual funding award from the Scottish Government for the year 2017-18.

During 2016-17, there was a 34% increase in the number of investigations conducted by the PIRC, when compared against the previous financial year. The number of investigations conducted following referral by the Crown Office and Procurator Fiscal Service (COPFS) rose by 62% in the same period. Many of these investigations continue to be of high public interest resulting in increased awareness and scrutiny of our work. To ensure the PIRC's investigators remain equipped to deal with the increased complexity and demands placed on them they continue to participate in relevant professional development and training.

The PIRC also reviews the way in which policing bodies handle complaints made about them. Our review process was further refined in the past year to provide even greater efficiencies in our service to the public. Overall, 96% of Complaint Handling Reports were returned to applicants within three months and the average time for completion of these reports reached its best turnaround time of 1.6 months in the second quarter of the past financial year. We aspire to

continue this positive progress and in the forthcoming year will undertake a wider audit of how Police Scotland handle complaints from the public.

We recognise the benefits which developments in modern Information Technology deliver and are working with partners to utilise opportunities to increase our efficiency in the sharing of information. In order to enhance our accessibility to the public we will launch an improved website in the coming months.

Additional resources of £455,000 provided by the Scottish Government last year enabled the PIRC to bolster organisational resilience. The PIRC will maintain dialogue with the Scottish Government in relation to increasing demands.

Robust governance processes are in place to ensure the PIRC's progress in achieving our agreed objectives. Our Investigations, Reviews and Corporate Services teams have produced updated delivery plans to monitor business performance over the coming year. These are reviewed monthly by the Heads of Department Group (HoDG) and quarterly by the PIRC's Audit and Accountability Committee. Our performance appraisal system ensures that all personal staff objectives directly link to the overall organisational objectives for 2017-18.

The corporate governance regime is designed to promote continuous professional development within the organisation.

DELIVERING OUR OBJECTIVES FOR 2017-18

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	<ul style="list-style-type: none"> ● Ensure robust management oversight throughout the investigation process ● Ensure sound and quality assurance processes are in place to scrutinise the quality of reports 	<ul style="list-style-type: none"> ● 90% of assessments completed within five working days of receiving requested documentation ● 95% of findings submitted to Policing Bodies are accepted as materially factually accurate
To ensure that the Investigations Team is adequately skilled through a process of continuous professional development and training	<ul style="list-style-type: none"> ● Maintain and develop the skill set of Investigations staff through training and development ● Maintain the PIRC’s trainee programme 	<ul style="list-style-type: none"> ● 90% of Investigations staff receive identified training and development requirements by year end ● Five internal briefings held by year end to increase the operational competency and capability of investigators ● 100% of quarterly trainee mentoring meetings are completed within timescales
To engage positively with stakeholders, policing bodies and other relevant agencies operating in Scotland	<ul style="list-style-type: none"> ● Continue to deliver programme of presentations to probationers and first-line managers ● Proactively seek new opportunities to engage with a range of stakeholders 	<ul style="list-style-type: none"> ● PIRC presentations delivered to 95% of Police Scotland probationer and first-line manager training courses ● Four PIRC presentations delivered to non-police stakeholders e.g. COPFS, NHS etc.

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 EFFECTIVE RECOMMENDATIONS AND ENSURING THAT POLICING BODIES FOLLOW SUITABLE COMPLAINTS PROCEDURES.”

OBJECTIVE	ACTIONS	PERFORMANCE MEASURE
To undertake thorough complaint handling reviews (CHRs) and promote best practice to policing bodies operating in Scotland	<ul style="list-style-type: none"> ● Ensure robust management oversight throughout the review process ● Ensure sound and quality assurance processes are in place to scrutinise the quality of reports, recommendations and reconsideration directions ● Monitor the progress of implementation of recommendations and fulfillment of reconsideration directions within two months of issue of CHR ● Undertake audits of the police complaint handling process to ensure continual improvement 	<ul style="list-style-type: none"> ● 90% of cases accepted for review are completed within three months ● Number of upheld challenges to material accuracy of complaint handling review reports does not exceed 5% ● 95% compliance with the monitoring process ● Undertake two audits by year end
To engage directly with policing bodies to achieve improvement in their handling of complaints about them	<ul style="list-style-type: none"> ● Hold monthly meetings with Police Scotland’s Head of Professional Standards Department ● Deliver presentations to officers involved in complaint handling ● Issue bulletins to police highlighting and summarising issues and identifying reoccurring issues arising 	<ul style="list-style-type: none"> ● Three PIRC presentations to be delivered to police complaints handlers ● Two Learning Point bulletins to be issued by year end
To increase transparency and drive up policing standards	<ul style="list-style-type: none"> ● Publish complaint handling review reports on the PIRC website, accompanied by press releases ● Publish on the PIRC website information about the implementation of recommendations and reconsideration directions by policing bodies 	<ul style="list-style-type: none"> ● Weekly publication of CHRs ● Monthly publication of updates on the implementation of recommendations and fulfilled reconsideration directions ● Publishing audit reports, including findings and recommendations

DELIVERING OUR OBJECTIVES FOR 2017-18 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	<ul style="list-style-type: none"> ● Establish and maintain the PIRC’s Business Plan, Business Continuity Plan and Risk Register ● Communicate the terms of these plans to staff and relevant stakeholders 	<ul style="list-style-type: none"> ● Positive audit outcomes in relation to all our Corporate plans ● All staff are aware of the terms of our Corporate plans through internal sessions and their understanding is measured ● 100% implementation of internal and external audit recommendations within timescales
To demonstrate sound financial governance	<ul style="list-style-type: none"> ● Set Annual Budget and monitor monthly expenditure ● Management Accounts presented monthly to Commissioner and management team and quarterly to Audit and Accountability Committee ● Year end accounts completed to timescale ● Make 3% efficiency savings 	<ul style="list-style-type: none"> ● 100% of accounts are completed and presented on time ● 95% of invoices are paid within 10 days ● Achieve at least 3% annual efficiency savings
To maintain our commitment to staff development	<ul style="list-style-type: none"> ● Complete annual Training Needs Analysis (TNA) ● Update and maintain Corporate Succession Plan ● Review Staff Appraisal Process ● Facilitate access to e-learning to support in-house training 	<ul style="list-style-type: none"> ● Complete TNA by end of June each year ● Complete Succession Planning by September each year ● Complete review of Performance Appraisal by end of December ● 100% of Performance Appraisals completed by end of 31 January 2018 ● Effective delivery of training to meet organisational objectives on time and within budget
Raise awareness of the PIRC	<ul style="list-style-type: none"> ● Launch new corporate website ● Undertake stakeholder engagement ● Review information/ marketing material usage ● Review social media engagement ● Undertake ‘awareness survey’ 	<ul style="list-style-type: none"> ● Monitor the number of ‘hits’/ unique visitors to the website ● Measure awareness/survey results

FUNDING IN 2017-18

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.

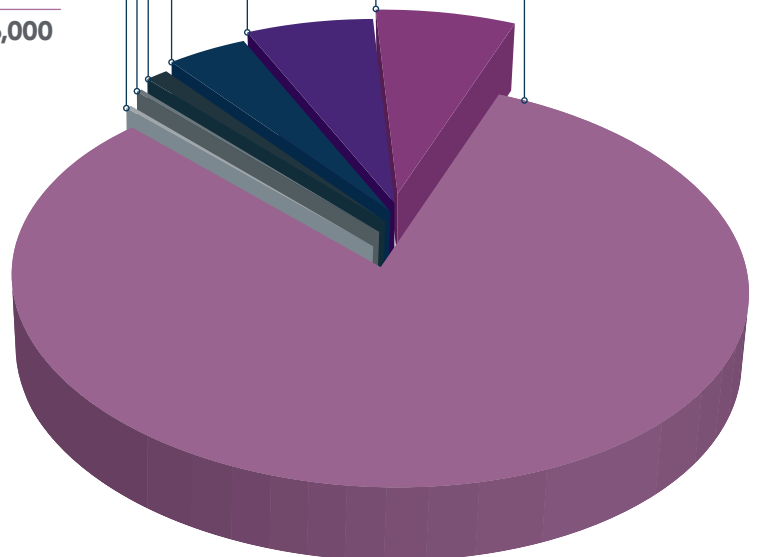
The funding allocation was set at £3,186,000 for the financial year 2017-18.

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	£2,600,000
Other Running Costs	£187,655
Rent & Rates	£192,000
Office Equipment & IT	£135,800
Legal & Audit	£26,045
Training & Development	£35,000
Quality Assurance & Engagement	£9,500
Total	£3,186,000



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