



Professional Standards Department
Business Plan 2015 - 2016

Influencers:

- 'Make the Difference' & VITAL
- Standards of Professional Behaviour
- Code of Ethics
- Force Strategic Plan
- HMIC Without Fear or Favour/Policing Integrity

Theme	Desired Outcomes	Contributory Activity	Owner Responsible	Update	Status RAG
CONFIDENCE	Manage PSD performance to support BTP strategic objectives.	<p>All aspects of performance to be monitored through a monthly day of focussed PSD meetings; local, national, KPIs, Subject Intervention and TTCG. PSD team attendance to be mandatory.</p> <p>Support to be provided to Divisional Champions & 'L1 Action Plan' to be overseen by DCI Reactive.</p>	SMT	<p>Performance data is closely monitored and discussed at various forums, including a weekly PSD management meeting. PSD is performing strongly against targets for this performance year to date, having already successfully achieved the vetting KPI for the year.</p> <p>Sgt Anton Hunte will be joining PSD from the start of February for a pilot where he will manage all investigates subject to non-special requirements for B Division. Should this be successful, it is expected that this will be replicated across C and D Division.</p>	

NOT PROTECTIVELY MARKED

Theme	Desired Outcomes	Contributory Activity	Owner Responsible	Update	Status RAG
	Build trust and confidence in the service provided and demonstrate responsiveness.	<p>PSD to commit fully to the Professional Standards & Ethics Reference Group, promoting:</p> <p>Information sharing – publishing of results, seeking feedback, acknowledging mistakes and demonstrating learning.</p>	Head of PSD/SMT	<p>The latest PS&ERG meeting was held on 11th November 2015. The next meeting is currently being arranged and is likely to take place in the first week of February.</p> <p>Both PSD and Divisional PSD performance is reviewed at these meetings which are attended by Divisional Commanders and chaired by DCC Hanstock.</p>	
	Demonstrate timeliness and efficiency in the complaint handling process.	Meet KPI targets & adhere to requirements set out within the appropriate legislation and guidance set by the IPCC/PIRC.	DCI Reactive/ Investigation Teams	As of 7 th January 2016, the 28 day update KPI target, which focuses on confidence, is being achieved at 100% year to date. The KPI relating to the timeliness of PSD investigations and upheld appeals are currently not being achieved but the target is only being missed by a very small margin. The achievement of the targets varies each week due to the volume of cases involved and is reviewed at weekly management meetings.	
	Build successful relationships.	Regular meetings and discussion with key stakeholders including Capability & Resources, BTP Support Groups, TSSA, the Federation, BTPA, IPCC, PIRC.	Head of PSD	Meetings with key stakeholders continue to take place. Regular oversight meetings are now taking place with the IPCC. The next meeting is scheduled for 1 st February. Det Supt Williams regularly meets with individuals from the Federation, SAME, Capability & Resources and others.	

NOT PROTECTIVELY MARKED

Theme	Desired Outcomes	Contributory Activity	Owner Responsible	Update	Status RAG
	<p>Implement and maintain safeguards to protect BTP from unsuitable employees.</p>	<p>Maintain a robust vetting regime in line with the Vetting Policy.</p> <p>Introduce and manage an ongoing effective self-declaration process.</p> <p>Monitor Force Vetting Unit KPI.</p>	<p>Head of PSD/ Vetting Manager</p>	<p>ACPO guidance for vetting is being adhered to and a more positive turnaround time is being achieved.</p> <p>The self-declaration process has been ongoing and the final stage closed on the 18th December, after being open for two months in total. All who had not completed were asked to submit justification by the 8th January 2016 which will be scrutinised week commencing 11th January 2016.</p> <p>The Force Vetting KPI has been achieved and dip sampling will continue to take place.</p>	
<p align="center">EDUCATION</p>	<p>Encourage best practice in BTP Divisions.</p>	<p>Hold annual seminar requiring physical attendance/regular feedback/provision of written guidance and case examples.</p> <p>Build process to routinely communicate changes in legislation, relevant guidance and key themes.</p> <p>Scheduled quarterly meetings and dialogue with the Chief Superintendents and/or delegated representatives on Division to discuss problem profiles, identified hotspots and emerging trends.</p>	<p>Head of PSD/DCI Reactive/ Business Manager</p>	<p>On the 29th and 30th October, seminars were held for C and D Division representatives who match the profile of officers who are more likely to receive complaints or conduct matters or who supervise those who do. This is in line with the relevant KPI target and allowed these individuals to refresh their understanding of PSD.</p> <p>Regular meetings between the Head of PSD and Divisional Commanders continue to take place.</p>	

NOT PROTECTIVELY MARKED

Theme	Desired Outcomes	Contributory Activity	Owner Responsible	Update	Status RAG
	<p>Improve behaviour and share learning across BTP.</p>	<p>Ensuring Lessons Learnt Bulletins are published; that they are accessible, coherent and relevant using targeted audiences when appropriate.</p> <p>Training inputs to be delivered to targeted audiences identified through intelligence, as per KPI.</p> <p>Review of all IPCC appeals upheld and action relevant recommendations and feedback.</p>	<p>Head of PSD/ Business Manager/ Compliance & Organisation Learning Manager</p>	<p>Since the start of the performance year, 8 lesson learned publications have been produced and distributed to Divisional Champions and specific departments were appropriate. In addition to this, the Compliance & Organisational Learning Manager regularly works with Media to disseminate further lessons learned through professionalism bulletins (as below).</p> <p>All upheld IPCC appeals are closely scrutinised and lessons learned are disseminated to relevant practitioners.</p>	<p style="background-color: #00FF00;"></p>
	<p>Capture and share relevant information regarding cases to increase organisational understanding.</p>	<p>Publicise internally all proven findings arising from Misconduct Hearings for BTP employees.</p> <p>Provide subject access to PSD determinations whether cases are found to be case to answer of no further action.</p>	<p>Head of PSD/ Business Manager/ Compliance & Organisation Learning Manager</p>	<p>All findings arising from Misconduct Hearings this performance year have been communicated out through professionalism internal communications. This captures details of the cases, and outcomes for each of them where relevant.</p> <p>Subject access to PSD determinations of this nature will be provided when applicable.</p>	<p style="background-color: #FFD700;"></p>

NOT PROTECTIVELY MARKED

Theme	Desired Outcomes	Contributory Activity	Owner Responsible	Update	Status RAG
	<p>Improve accessibility to information to improve stakeholder understanding and relationships.</p>	<p>Publicise internal policies and guidance externally on the BTP Internet site.</p> <p>Continue to share sanitised intelligence products whenever appropriate and develop them in line with customer requirements.</p>	<p>Business Manager/ Management Information Officer</p>	<p>PSD owned policies have been published externally. A full review of the Employee Conduct and Standards of Behaviour policy will take place before the end of the performance year.</p> <p>Sanitised intelligence products are being shared when appropriate.</p>	
<p>MINIMISING RISK</p>	<p>Efficient and smart tasking of PSDIU resources to address organisational risk in line with the strategic assessment.</p>	<p>Management of the activities identified within the control strategy at the Tactical Tasking Coordination Group (TTCG) meeting.</p>	<p>DCI Proactive/ DI Intel/CCU</p>	<p>The control strategy continues to drive long term PSDIU objectives supported by monthly TTCG meetings to ensure that identified activities are being progressed.</p>	

NOT PROTECTIVELY MARKED

Theme	Desired Outcomes	Contributory Activity	Owner Responsible	Update	Status RAG
	<p>Help develop a learning organisation</p>	<p>Publish meaningful lessons learned.</p> <p>Conduct investigation debriefs where appropriate.</p> <p>Cascade recommendations to inform BTP policy and process.</p>	<p>Business Manager/ Compliance & Organisation Learning Manager</p>	<p>Lessons learned bulletins are now being published monthly in an easily understood and digestible manner. Further work is being done on the lessons learned bulletins by the new Compliance & Organisational Manager.</p> <p>Where appropriate and required, Det Supt meets with Divisional Commanders to discuss the outcomes of Hearings or cases.</p> <p>Recommendations arising from investigations are being disseminated and shared with relevant audiences where appropriate.</p>	<p></p>

NOT PROTECTIVELY MARKED

Theme	Desired Outcomes	Contributory Activity	Owner Responsible	Update	Status RAG
PROPORTIONALITY	Routinely provide a consistent & fair service to the public and BTP	<p>Review of CCU activity.</p> <p>Exposure of developing and finalised cases to PS&ERG.</p> <p>Work with HR/L&D to improve use of UPP; encourage effective management intervention with staff at the earliest opportunities.</p>	Head of PSD/DCI Proactive/SMT	<p>A review of CCU activity has been conducted by the DCI Proactive. The DCI Proactive meets daily with the CCU manager to ensure continued success. Fortnightly meetings take place to go through all covert cases, and tasking takes place. This is chaired by DCI Proactive.</p> <p>Key cases are discussed weekly at the PSD Management Meeting and reviewed and discussed further at the quarterly PS&ERG.</p> <p>PSD has been in discussions with HR colleagues to encourage greater and effective use of UPP. It is understood that this area is being developed and PSD will continue to engage and provide support.</p>	

Key:

	Achieved in its entirety (to date)
	Progress towards targets made but not yet achieved
	Not yet achieved