



Professional Standards Department  
Business Plan 2016 - 2017

**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	RAG Status
PUBLIC SATISFACTION AND CONFIDENCE	Manage PSD performance to support BTP strategic objectives.	All aspects of performance to be monitored through weekly performance documents to PSD and divisions, as well as monthly tactical documents. Also to be covered through monthly DI meetings with DCI Reactive.	SMT / Head of PSD /Business Manager	Weekly performance documents are disseminated to all Divisional Commanders and Champions. These documents include details of all live cases, upcoming hearings, suspensions and upheld IPCC appeals and Police Investigations Review Commissioner (IPCC) case handling reviews. A separate weekly document is created for PSD SMT which is scrutinised at weekly SMT meetings. This has a more in-depth look at the performance of the department as well as the Divisions. This document is constantly being updated to ensure it is fit for purpose and has recently been amended to capture throughput of intelligence reports and Confidential Anonymous Reporting System (CARS), broken down by type.	

**NOT PROTECTIVELY MARKED**

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		<p>Monitoring of B Division pilot, where a sergeant has been seconded into PSD. Once pilot is complete, if successful roll out to C Division.</p>		<p>The pilot mentioned was trialled but following a review came to an end. It was found that the workloads being given to the sergeant seconded into the department were too unrealistic for one individual to effectively manage. The sergeant who took part in the trial has returned to B Division and now is involved in the quality assurance process within their division. All the complaint case investigations included within the pilot have been adjudicated and the large majority of them have been finalised and closed. The progression of Divisional cases continues to be closely monitored.</p>	
		<p>Maintain IPCC relationship, with quarterly meetings between Head of Department, Business Manager, and Oversight Force Liaison (IPCC).</p>		<p>BTP continue to have a strong relationship with the IPCC through the Oversight Force Liaison Manager. Meetings continue to be held on a quarterly basis with the last meeting taking place on 9<sup>th</sup> December 2016 which includes a comprehensive meeting agenda. Regular dialogue takes place in between meetings also. PSD closely monitors the progression of IPCC Independent investigations and proactively seek updates in respect of these cases.</p>	

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	Build trust and confidence in the service provided and demonstrate responsiveness.	PSD to continue to commit fully to the People & Ethics Board, promoting information sharing, publishing of results, seeking feedback, acknowledging mistakes and demonstrating learning.	Head of PSD /Business Manager	The first iteration of the new board took place on the 20 <sup>th</sup> July 2016 and was received positively by all attendees. The board now looks to share information across the Police Authority, HR, Information Management, Safety & Wellbeing, Legal Services, and PSD. Shared risks and learning are discussed and identified through this board. The next People & Ethics Board is scheduled for 17 <sup>th</sup> January 2017.	
PSD to expose aspects of business to allow meaningful scrutiny by BTPA People & Standards Committee.		This will take place on a quarterly basis at the People & Standards Committee meetings. The last meeting was held on 19 <sup>th</sup> October 2016 and included a file review. All feedback and recommendations are reviewed and implemented where possible.			

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		<p>Publish IPCC performance data, BTP Gifts and Hospitalities and details of gross misconduct hearings onto the external internet site.</p>		<p>Annual IPCC and PIRC performance data is published on the external website. The Gifts &amp; Hospitalities register is published every quarter.</p> <p>Details of Public Hearings have been added to the external website so that they are accessible to the public. The outcomes will also be published. The first public hearing will take place on 11<sup>th</sup> January 2017.</p>	
		<p>Publish high level detail of complaint outcomes made against employees, such as how many have been upheld internally.</p>		<p>9 appeals have been received since the start of the performance year. Details will be included within the next Professionalism newsletter.</p>	
	<p>Continue to develop &amp; manage successful relationships.</p>	<p>Regular meetings and discussion with key stakeholders such as Transport Salaried Staffs' Association (TSSA), the Federation, IPCC and building relationships with Criminal Allegations Against Police Department (CAAPD) and PIRC.</p>	<p>Head of PSD /SMT</p>	<p>The Head of PSD meets regularly with a number of stakeholders.</p> <p>A meeting took place with colleagues from the PIRC's office in August and the York based DI accompanied by the D Division Champion met with colleagues within the CAAPD in May 2016.</p>	

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		<p align="center">Regular attendance at relevant Force boards such as Stop and Search, Use of Force and Custody Forum.</p>		<p>All relevant Force boards currently have attendance by members of PSD. The Head of PSD attends the use of Force Governance Board and leads on the Use of Force Steering Group.</p> <p>BTP were also represented at a Use of Force Pathfinder meeting on the 7<sup>th</sup> October 2016 to discuss the National Project. The next meeting is scheduled for 19<sup>th</sup> January 2017. BTP has seen a use of force form submission increase and the Analysis &amp; Performance Department are producing informative analytical products to assist understanding in all aspects of use of force.</p>	
<b>EDUCATION</b>	<p align="center">Improve behaviour and share learning across BTP.</p>	<p align="center">Ensuring Lessons Learned Bulletins are published using case studies from IPCC Bulletins, PSD investigations and any other identified sources.</p>	<p align="center">Head of PSD/ Business Manager</p>	<p>Lessons Learned Bulletins were published on a quarterly basis up until the departure of the PSD Compliance &amp; Organisational Learning Manager at the end of July. PSD is now working more closely with the Lessons Exploitation Centre with regards to areas of wider organisation learning.</p>	

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		Training inputs to be delivered to all new managers and new recruits, addressing issues that are identified through intelligence.		PSD has to date delivered 56 inputs to different groups since the beginning of the performance year. Training inputs continue to develop to ensure that case examples and messages are relevant and up to date.	Green
		Recognise good work and good practice, highlighted through investigations and share findings.		We have sent some good work letters but we are expanding on this. An effective mechanism for capturing suitable cases is yet to be formally put in place. Due to the large volume of complaint cases it is intended that formatted templates will be used in some cases and bespoke letters will be drafted for the more sensitive situations.	Yellow
	Capture and share relevant information regarding cases to increase organisational understanding.	Produce meaningful quarterly professionalism bulletins to update on PSD and professional issues for the Force.	Business Manager/ Proactive DCI	PSD has worked with media and marketing and has to date published four quarterly professional bulletins; the most recent being in December 2016.	Green
		Sharing Appropriate Authority determinations with subjects and line managers where appropriate.		Where this has been appropriate, determinations have been shared with subjects and line managers.	Green
<b>ASSURANCE</b>	Keep BTP safe – compliant with relevant legislation and addressing risks	Addressing issues identified in Tactical Assessment.	Proactive/ DI Intel/ Business Manager	There is a monthly tactical assessment which has recently been	Green

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				reviewed and aligned to the National Crime Agency's risk assessment for counter corruption within the police service.	
		Hold monthly subject intervention meetings and provide Divisions with meaningful monthly updates.		Monthly subject intervention meetings continue to take place. Following these meetings, Divisional Commanders are notified of any changes in their employee's status. Divisional Champions are supplied with complete reports on why the officer has triggered and been assessed once categorised.	
		Carry out monthly PND & 'high earners' dip-sampling.		PND, PNC and high earners dip-sampling has been taking place but on a quarterly basis and monitored at Integrity, Compliance and Assurance Board (ICAB).	
		Ensure adherence to HMIC recommendations and relevant new legislation and national guidance.		HMIC recommendations are adhered to and reported back to ICAB. Progress is being made in respect of outstanding actions.  The Head of PSD is currently acting as one of the pillar leads for the Force – legitimacy in preparation of the forthcoming HMIC inspection.	

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	Develop a learning organisation	Identify effective ways of monitoring and ensuring Lessons Learned are reaching target audience.	Business Manager/ Proactive DCI	The Compliance & Organisational Learning Manager took steps to ensure that quarterly bulletins reached a wider audience than previously.  PSD now utilising the LXC database system for dissemination of wider learning, where lessons can be tracked and monitored.	
		Conduct investigation debriefs where appropriate.		This is considered on a case by case basis. Some recent completed investigations have formed part of PSD inputs as a means of providing pertinent examples.  Informal debriefs often take place within PSD teams and with Divisional Champions. One recent case has led to a formal debrief being instigated.	
	Implement and maintain safeguards to protect BTP from unsuitable employees.	Maintain a robust vetting regime in line with the National Vetting Policy.	Head of PSD / Vetting Manager	This takes place and is managed by the current vetting procedures in place.	



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		Manage an effective annual self-declaration process.		The 2016 self-declaration campaign is complete. Approximately 86% of BTP employees completed the process successfully. PSD is currently going through the list of those who fall within the remaining 14% and cross referring with short term sickness records. A plan is in place to address the remainder.	
QUALITY OF SERVICE	Routinely provide a consistent & fair service to the public and BTP	Work with HR/L&D to improve use of UPP; encourage effective management intervention with staff at the earliest opportunities when appropriate.	Head of PSD/SMT	The DCI Reactive provides feedback to Divisions when it is felt that issues sent to PSD are of a UPP nature rather than misconduct. It is felt that the UPP process is still underused. PSD is awaiting HR colleagues to indicate when they are in a position to develop this so that the department can contribute, as previously agreed.	
		Enhance Quality of Service questionnaires to ensure they are fit for purpose and provide maximum benefit.		The Quality of Service questionnaires have recently been reviewed including the supporting process and will be implemented imminently. It is hoped that the revised document will encourage recipients to provide useful feedback which can be used to improve practices.	

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	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	<p>PSD is performing well in respect of KPI targets and it is hoped that all will be met at the end of the performance year.</p> <p>The department consistently records almost all complaint cases within 10 working days, which is a statutory requirement. BTP is one of the best performing Forces in this regard. The number of IPCC upheld appeals remains low at 3 out of 17 to date.</p>	
	Encourage best practice in BTP Divisions.	Scheduled quarterly meetings and dialogue with the Chief Superintendents and/or delegated representatives on Division to discuss emerging themes identifying subjects/hotspots/complaint trends.	Head of PSD/DCI Proactive/ Business Manager	The Head of PSD meets with the Divisional Commanders on a regular basis and discusses the local performance and any key themes. Meetings with B Division take place on a bi-monthly basis and C & D Division quarterly.	
		Proactive DCI to hold monthly meetings with Divisional Superintendents to discuss locally managed misconduct cases.		The DCI Proactive speaks with the Divisional Superintendents on a monthly basis to highlight any perceivable risks that have arisen and to discuss recent misconduct cases.	

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		Hold bi-annual Divisional Champion seminars to share best practice and national performance data to improve service.		The first Divisional Champion seminar of this performance year took place on the 18 <sup>th</sup> April 2016. Arrangements are in progress to identify a suitable date for another seminar prior to the end of March 2017.	

Key:

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