

**DEVON AND CORNWALL POLICE AUTHORITY
PERFORMANCE MANAGEMENT AND AUDIT COMMITTEE**

17 March 2005

(Freedom of Information Act 2000 - Open)

CONTINUOUS IMPROVEMENT DATABASE

(Information previously presented to the Performance Monitoring Board)

STRATEGIC ISSUE FOR CONSIDERATION

The progress of recommendations and action plans monitored and stored on the Continuous Improvement Database within the Strategic Development Department.

SUMMARY:

Listed below are the reviews from which the recommendations emanate. Updates are required on a bi-monthly basis in order to ensure the recommendations are being progressed as required:

- 3 Audit Commission Reviews
- 10 Best Value Reviews
- 14 HMIC Reviews
- 1 Inspection
- 27 'Other' Reviews



Please see Appendix 'A' for full details

Considerable work has been undertaken to rationalise recommendations contained within the database wherever possible. As a result there are a number of recommendations contained in this paper to 'close and cross-reference'. This means that a recommendation has been superseded and is duplicated within the database. The request is to close one recommendation and cross-reference to the most current recommendation.

All recommendations are being progressed satisfactorily against the agreed action plans. The following issues require guidance/advice or are reported for notation:

BEST VALUE

Transport and Supporting Arrangements:

- 1.0 Recommendation 4 suggests BCUs and Departments should:
 - *undertake fleet, transport, and local co-ordinating functions optimising use of their transport and Transform system and*
 - *to implement a system to review the vehicle utilisation with the view of proportionally reducing and rationalising the transport provision.*

The progress of this recommendation was hampered by the implementation of the Transform System and the delay in appointing the Fleet Development Manager Amanda Batten. The post was filled in February 2004 and much work has been undertaken to cleanse the data in Transform to enable BCUs and Depts to better manage their vehicles. The internal auditors undertook a PIR of Transform in July 2004 and 18 recommendations were made. These are being actively progressed by the Engineering Dept in liaison with the Admin and Finance Teams in BCUs and Depts. It is anticipated that recommendation 4 will be addressed through these recommendations which are monitored on the database. It is therefore, requested this recommendation can be closed and cross-referenced to the PIR of Transform recommendations.

PMB agreed this proposal at their meeting on 23 February 2005. It is presented to PMAC for member's information and consideration.

- 1.1 Recommendation 12 suggests 'The Force should assess the effectiveness of the preceding recommendations by undertaking post implementation reviews at appropriate key milestones'.

A full PMR was conducted of Engineering Dept in November 2004 taking full cognisance of the progress made in the relevant recommendations. The PMR report has subsequently made 24 recommendations reflecting the evolution of the relevant business process. No dedicated PIRs will therefore be required and the recommendation will be updated to reflect this.

PMB noted this update at their meeting on 23 February 2005. It is presented to PMAC for member's information and consideration.

Crime Issues

2.0 Recommendations 1-6 were remitted to the No Witness No Justice(NWNJ) project as agreed by this Board in March 2004. A meeting was held in January 2005 to ascertain progress and it was reported that many of the recommendations will be superseded by the Statutory Codes which are due to be implemented by November 2005. The NWNJ Force project is well established to deliver the nationally agreed standards.

Recommendation 1 suggests *'To ensure a corporate focus to victim and witness care and support, Force and Police Authority 'Champions' should be identified, to develop and monitor respectively, working practices to optimise customer care and ownership under the direct supervision of a Command Team member'*. In order to achieve this recommendation, five action plan points have been written (see Appendix 'B'). The following two action plan points from recommendation 1 require a decision:

2.1 **Action plan point 1** suggests *'a member of the Command Team to become Customer Care Champion'*.

The original intention of the Best value Team was that customer care should be covered in the widest sense. Although many of these recommendations will have been delivered through the NWNJ project there is a fundamental gap in that victims and witnesses are not the only customers. A decision is required in respect of accepting the original Best Value recommendation and delivering outside the NWNJ project. If approved a member of the Command Team needs to be appointed 'Customer Care Champion'. (The issue of a 'Customer Care Champion' will be examined by HMIC as part of Baseline 2005).

2.2 **Action plan point 3** suggests *'Identifying a suitably skilled senior officer, within a supporting strategic forum, to be responsible for a corporate approach to customer focused service delivery paying due cognisance to the lessons learnt from the introduction of Human Rights and Diversity to the Force'*.

If a member of the Command Team is appointed 'Customer Care Champion' it will be necessary to appoint a suitably skilled senior officer to fulfil this role.

PMB agreed at their meeting on 23 February 2005 that the Director of Corporate Communications would carry out these functions. It is presented to PMAC for member's information and consideration.

Crime Issues and Human Resources

3.0 Recommendations 7, 14, 15 from the Crime Issues Best Value review and recommendation 10 from the Human Resources review relate to the following:

R7 *The allocation of crime for directed investigation should be carried out by an accredited substantive sergeant or another appropriately accredited officer with due regard to aligning the investigation level anticipated to officer skills, experience and support structure(s)*

R14*The Force should identify the stages of crime investigation and having done so, review and, where necessary, amend, update or introduce minimum standards of initial and directed investigation, both in terms of quality and specific action for the 'volume crime types':*

- | | |
|------------------------------|-------------------------------------|
| 1. Burglary dwelling | 6. Robbery |
| 2. Burglary other | 7. Criminal damage |
| 3. Theft of motor vehicles | 8. Sexual offences against children |
| 4. Theft from motor vehicles | 9. Domestic violence |
| 5. Assault | 10. Hate crime |

The Force must ensure dynamic quality assurance takes place by first line supervisors during the course of the investigations to ensure those minimum standards are adhered to.

R15 *The Force should embark on a long-term training programme to enhance performance by developing a skills-based accreditation strategy, with requalification criteria, for those working within the investigation of crime and victim and witness care. This should include:*

- *enhancing staff investigation skills to supplement the basic training provided at probationer level which currently is not supplemented formally (apart from those who receive specialist training e.g. CID)*
 - *supervisors' skills in dealing with officer workloads and the intrusive supervision of the investigations undertaken (to include the process of file preparation, statement taking and initial scene attendance)*
- increasing officer and support staff skills in victim and witness care at all stages of the investigation and court process.*

R10 *To develop a training strategy to enhance staff investigation skills from probationer level (and to include support staff colleagues where appropriate) to the National Initial Crime Investigators Development Programme (ICIDP) course. Thereby filling the void as identified by current provision, whilst moving towards achieving the ACPO 5 stages of investigation and 5 levels of investigative interviewing. To use the ACPO volume Crime Manual as a benchmark document to support the required standards in the investigative process.*

The Force is due to receive a package from NCPE titled 'Professionalising Investigation Process' (PIP). It is anticipated that this package will supersede work currently being undertaken in line with professionalising investigation and training accreditation. The arrival of this package is imminent and therefore, it is requested these recommendations be marked as closed and cross referenced to this package when it is received.

PMB noted this update and agreed the recommendations could be closed and cross-referenced once the package has been received and the relevant checks have been carried out to ensure the recommendations will be addressed. It is presented to PMAC for member's information and consideration.

Road Safety

4.0 All recommendations are now complete under this review. Therefore, no further updates will be made to this Board.

PMB noted this update at their meeting on 23 February 2005.

Accessibility of Police Services

5.0 11 recommendations were passed over to the Accessibility programme as previously agreed by this Board in February 2004. The Force Business Change Manager is currently looking at these recommendations to ascertain which have been addressed by the programme and which require further work.

PMB noted this update at their meeting on 23 February 2005.

Best Value Support Services Update

6.0 On 21 January 2005 the Best Value Panel signed off the Traffic Best Value review including all improvement and action plans. The panel also agreed for the business template to be signed off but asked the Best Value Officer to undertake some further work regarding the appropriate integration of the template with the Force performance management, planning and financial processes.

As Paul Hutton is now in place as the Director of Corporate Communications, the panel agreed that he would take forward the Corporate Communications recommendations agreed at the last meeting in November 2004.

Chief Supt Smith presented draft recommendations regarding the Occupational Health provision. After detailed discussion, the panel agreed that some further work should be undertaken and final recommendations are to be presented to the next BV Panel meeting to be held on 4 March 2005.

The Police Authority has started an Improvement Programme that will be founded on the APA Assessment Framework and apply the Best Value principles.

PMB noted this update at their meeting on 23 February 2005.

HMIC

Diversity matters

7.0 There were two recommendations remaining under this review these related to:

Recommendation 2: *HM Inspector recommends that every police organisation within their Race Equality Scheme (RES) develop by July 2003 an action plan setting out arrangements for ensuring all staff, specifically managers and trainers, are developed in line with the National Competency Framework (NCF) in respect of their responsibilities under the general and specific duties of the Race Relations (Amendment) Act 2000. Her Majesty's Inspectorate of Constabulary (HMIC) will inspect progress.*

Recommendation 7: *HM Inspector recommends that the race and diversity content of training delivered to police officers and police staff is restructured to provide an in-depth understanding of the community to be policed, whilst ensuring that staff are also able to cope with the diversity of the Service itself.*

These recommendations have now been superseded by 'A Strategy for improving performance through Race and Diversity 2004-2009' which are being monitored through the database. Therefore, it is requested that these recommendations can be closed and cross-referenced to this strategy.

PMB agreed these recommendations could be closed and cross-referenced at their meeting on 23 February 2005. It is presented to PMAC for member's information and consideration.

Allegations of Rape

8.0 The two remaining recommendations (see Appendix 'C') under the Investigation and Prosecution of Cases involving Allegations of Rape have a revised target date of September 2004 as agreed by this Board in March 2004. It is unclear whether these recommendations have been completed, as progress updates have not been provided. The Performance Monitoring Officer is currently establishing the status of these recommendations.

PMB noted this update at their meeting on 23 February 2005.

OTHER

NCPE

9.0 Domestic Violence

The following recommendations are from HMIC Violence at Home report:

Recommendation 9: Forces review Domestic Violence Officers' role and job descriptions to ensure that the role is meeting the public's needs and expectations and that job descriptions accurately reflect work undertaken; and

- as part of the process, assess workload and responsibilities to ensure that staffing levels are realistic and levels of responsibility are appropriate;
- review administrative functions with a view to providing adequate administrative support; and,
- identify line management responsibilities clearly and ensure that those responsibilities are included within the relevant supervisors' job descriptions.

Recommendation 13: Forces and CPS Areas enter into formal agreement on the background information to be provided in domestic violence cases.

Recommendation 14: Police officers include details of children of the family and the impact of the domestic violence upon them on prosecution files; and prosecutors take the rights and safeguarding of children into full account in domestic violence cases.

These recommendations have been superseded by the NCPE package Domestic Violence. It is therefore, requested these recommendations can be closed and cross-referenced to the NCPE package.

PMB agreed this proposal at their meeting on 23 February 2005. It is presented to PMAC for member's information and consideration.

Office of Surveillance Commissioners Report 2004:

10.0 Seven of the eight recommendations have been completed. The remaining recommendation relates to 'Devon and Cornwall Constabulary should ensure that the Charter system is introduced across the whole force as quickly as possible'.

This recommendation has 22 action plan points of which 18 are complete (see Appendix 'D'). Action plan points 21 and 22 relate to the Phase 4 (Crime Stoppers Module) Application Test and rollout, however, this application is not likely to be developed in the short term as it is outside of the original PID. This is a developmental opportunity for the force that will need to be progressed in consultation with ICT outside of the current project.

It is necessary to assess the level of risk that non-delivery of action points 21 and 22 present to the Force in light of the Commissioners report.

The implementation plan for the Charter System continues to be developed. The current position in relation to action points 21 and 22 were noted by PMB.

Victoria Climbié

11.0 There is one remaining recommendation which falls to Crime Dept and suggests 'whenever a joint investigation by police and social services is required into possible injury or harm to a child, a manager from each agency should always be involved at the referral stage, and in any further strategy discussion'.

Progress on this recommendation has been slow, however, it is being progressed to a revised target date of 30 May 2005.

PMB noted this update at their meeting on 23 February 2005.

HUMAN RESOURCES RECOMMENDATION UPDATES

12.0 The Human Resources Department have been unable to provide current progress updates for all of the recommendations which fall to the Dept. This is due to staff working full out on other time critical activity including JE, ICF OHSU Review and the FIMS contract. This was reported to the HR Board on 2 February 2005 and the Board agreed there was a need for reality checks to be carried out against business priorities and agreed ACC(OS), Ch/Supt Smith, Mr Mines & Ms Simmons should meet outside the meeting to create a process .

PMB noted this update at their meeting on 23 February 2005.

LINK TO TARGETS AND/OR ENGAGEMENT CIRCLE

Any recommendation held on the database is designed to secure improvement in performance and relate to Force/National Targets or Performance Indicators and link to the engagement circle. The specific business benefit vary with each individual subject and in the interest of efficiency have not been included in this document. Full details can be obtained from the Performance Monitoring Officer if required.

RECOMMENDATION:

1. A decision is required in respect of items 1.0, 2.1, 2.2, 3.0, 7.0, 9.0, 10.0, the Police Authority Performance Management and Audit Committee is requested to agree the decisions made by the Performance Monitoring Board on 23 February 2005.

Contact: Claire Ward, Performance Monitoring Officer Tel. 01392 452693

Audit Commission (formally District Audit)

- Managing Sickness Absence
- Review of Crime Recording 2004
- Financial Aspects of Corporate Governance & Core Processes

Best Value

- File Preparation
- Crime Reduction
- Road Safety
- Accessibility of Police Services
- Crime Issues
- Human Resources
- Transport and Supporting Arrangements
- Leadership
- Strategic Meeting Structure & Policy
- Traffic

HMIC

- BV review Accessibility
- Cornwall & Isles of Scilly BCU
- Force Inspection Report 2001/2002
- Allegations of Rape
- Training matters
- Diversity Matters
- Breaking Through
- North and East Devon Inspection
- Violence at Home
- Baseline Assessment 1
- Baseline Assessment 2
- Modernising the Police Service
- Best Value Review Training
- Guns, Community and Policing

Inspections

- SOCO

Other

- Chartermark 2004
- Human Rights
- OSC 2003
- Special Cases Dept (formally PSU)
- Victoria Climbié Enquiry
- Data Protection Audit – PNC / CIS Firearms
- Operational Policing Command & Control Project
- National Policing Plan
- Police Complaints Authority – Deaths in Police Custody
- Police Reform Baseline Assessment (Summer 2003)
- Gender Agenda
- Operation Sprimont
- Business Activity Reviews
- Bureaucracy Taskforce
- Department PMR reports 2004
- BCU PMR Reports 2004
- Police Reform
- NIM PIR
- ACPO – Operation Fincham – Metropolitan Police Review Recommendations (Closed)
- Race Equality Scheme
- Strategy for Improving Race and Diversity 2004-2009
- Disability Discrimination Act
- DSU Review
- Major Crime Reviews
- Enhancement of PSU Capability
- Internal Audit
- NCPE

The following are stored on the database but progress is not reported to PMB:

- PMR 2003/01
- PMR 2003/02
- EFQM
- Strategic Tasking

BEST VALUE REVIEW CRIME ISSUES

Recommendation 1: To ensure a corporate focus to victim and witness care and support, Force and Police Authority 'Champions' should be identified, to develop and monitor respectively, working practices to optimise customer care and ownership under the direct supervision of a Command Team member.			
Responsible Chief Officer: ACC (O)		Recommendation Owner: D/Chief Superintendent Webster	
		Co-ordinator: Jo Fry	
Recommendation action plan	Previous update	Target date	Current progress
1. Identify member of the Command Team to become Customer Care Champion.	1. A Meeting took place with Ch/Insp Brooks on 26/11/03. He advised that recommendations 1-6 would be covered within the Victims and Witness Care Project. A presentation regarding this project was held on 02/12/03 by ACC(OS) and a decision is currently being ascertained as to whether this will become a Force Project.	31/07/03 now 28/02/05	1. A Customer Care Champion has not been appointed within the Command Team. This will be raised at PMB on 23 February 2005. (01/02/05)
2. Identify member of the Police Authority to become Customer Care Champion.		31/07/03 now 28/02/05	2. A Customer Care Champion has not been appointed within the Police Authority. This has been passed to Eelke Zoestbergen to progress. (01/02/05)
3. Identify a suitably skilled senior officer, within a supporting strategic forum, to be responsible for a corporate approach to customer focused service delivery paying due cognisance to the lessons learnt from the introduction of Human Rights and Diversity to the Force.	It was requested that the recommendation owner and co-ordinator be amended to the project. The Performance Monitoring Board accepted this proposal at their meeting on 23 March 2004 and PMAC accepted this at their meeting on 28/04/04.	31/07/03	3. A senior officer has not been identified. This will be raised at PMB on 23 Feb 2005 to either appoint a senior officer or discharge the action point. Victim and Witness Project will deliver this recommendation in respect of Victims and Witnesses, however, there will be a gap relating to customers who do not fall within this criteria. (01/02/05)
4. Form a multi-agency group to advise, develop and introduce a Force Customer Care Strategy.	Reality checks will be carried out at the end of the project to ensure the recommendations have been completed. (28/04/04)	31/01/04	4. Multi-agency group has been formed in terms of victims and witnesses and is being delivered. Extending this facility to cover all customers will be raised at PMB. (01/02/05)
5. The officers identified above to undertake an audit of current policies and procedures to ensure they support the new corporate approach to customer care and pay particular attention to victim and witness's needs.		31/12/04	5. Work in respect of Victims and Witnesses is well advanced and on schedule to be fully in place for the code of practice implementation date. Again the concept of extending this to all customers will be raised at PMB. (01/02/05)

HMIC - ALLEGATIONS OF RAPE

Recommendation 1: That all forces carry out an immediate review of existing facilities for victim examination so that both victim care and the integrity of evidence are maximised.			
Responsible Chief Officer: ACC (O)		Recommendation Owner: D/Ch/Supt Webster	
		Co-ordinator: Jo Fry	
Recommendation action plan	Previous update	Target date	Current progress
1. Conduct research to establish the current Force arrangements regarding Victim Examination Suites: <ul style="list-style-type: none"> - Who is responsible for the suites? - How are they funded? - What audit arrangements are in place? 	1. D/S THORNE posted to HQ VCCU 29/090/3 and will commence audit of existing facilities. Force seminar for Victim Liaison Officers held 02/09/03		1. Research conducted to establish the current Force arrangements regarding the Victim Examination Suites. (10/11/03)
2. How does this compare to the good practice identified by the document?	2. Meeting with representatives from Plymouth PCT scheduled 16/09/03 to explore establishment of SARC. Practitioners from the Haven SARC (London) attended and addressed the VLO seminar 02/09/03	Complete	2. Good practice explored and report being produced see 1.3. (10/11/03)
3. Identify the gaps in good practice and make recommendations to address.	3. The report has been submitted. A further review will be conducted in conjunction with Medacs of medical facilities. This will be done using the latest guidance from the Association of Forensic Physicians. Target date for this is 31/09/04.	01/09/03 now 30/09/04	

Recommendation 2: That the role of rape victim chaperone should be risk assessed to ensure the welfare of the officers and to ensure a quality service to victims.			
Responsible Chief Officer: ACC (O)		Recommendation Owner: D/Ch/Supt Webster	
		Co-ordinator: Jo Fry	
Recommendation action plan	Previous update	Target date	Current progress
1. Conduct research to establish the current Force VLO arrangements: <ul style="list-style-type: none"> - What is their role/remit? - How many are there, is it an equitable spread throughout the Force? - How are they managed, trained, what update training is there? - Is there provision of Occupational Health/Post Incident Colleague Support? - How are they contacted? 	1. DS Thorne is currently visiting each victim examination suite to assess their suitability, level of provision and equipment issues. Report to be prepared and gap analysis between current position and identified good practice. Force additionally considering sexual assault referral centre (SARC). Have prepared an indicative bid and progressing mature business case / bid for central available funding.		1. Research conducted to establish the current Force VLO arrangements. (10/11/03)

<p>2. Make comparisons with the good practice identified by the document and identify gaps.</p>	<p>See action 1</p>		<p>2. Report to be prepared and gap analysis between current position and identified good practice. (10/11/03)</p>
<p>3. Make recommendations to address gaps.</p>	<p>3. Gap identified of sufficient VLO officers available. 40 Officers will be trained to be Forensic VLOs to help bridge the gap by 05/06/04. A further two full VLO training courses will be run by 31/12/04. DI Snell is also exploring the possibilities of setting up a database for VLO call-outs, target date 30/09/04.</p>	<p>01/09/03 now 30/09/04</p>	

OFFICE OF SURVEILLANCE COMMISSIONERS REPORT 2003

Recommendation 3: Devon and Cornwall Constabulary should ensure that the Charter system is introduced across the whole force as quickly as possible.			
Responsible Chief Officer: ACC(O)		Recommendation Owner: D/Supt Spencer	
		Co-ordinator: Jo Fry	
Recommendation action plan:	Previous update:	Target	Current Progress:
1. Phase 1 (Source application of Charter) - Cornwall & Isles of Scilly BCU – CSU, Cambourne		Complete	1. Phase 1 complete.(13/04/04)
2. Phase 1 - Cornwall & Isles of Scilly BCU – DSU, Hayle		Complete	2. Phase 1 complete (13/04/04)
3. Phase 1 - Cornwall & Isles of Scilly BCU – DSU, Launceston		Complete	3. Phase 1 complete (13/04/04)
4. Phase 1 - Cornwall & Isles of Scilly BCU – DSU, Launceston		Complete	4. Phase 1 complete (13/04/04)
5. Phase 1 - Cornwall & Isles of Scilly BCU – DSU, Newquay		Complete	5. Phase 1 complete (13/04/04)
6. Phase 1 HQ – Covert Systems Office		Complete	6. Phase 1 complete (13/04/04)
7.Phase 1 HQ – DSU		Complete	7. Phase 1 complete (13/04/04)
8. Phase 1 HQ – Force Intelligence Centre		Complete	8. Phase 1 complete (13/04/04)
9. Phase 1 North & East Devon BCU – CSU, Heavitree Road		Complete	9. Phase 1 complete (13/04/04)
10. Phase 1 North & East Devon BCU – DSU, Sandpiper Court		Complete	10. Phase 1 complete (13/04/04)
11. Phase 1 Plymouth BCU – CSU, Crownhill		Complete	11. Phase 1 complete (13/04/04)
12. Phase 1 Plymouth BCU – DSU, Crownhill		Complete	12. Phase 1 complete (13/04/04)
13. Phase 1 HQ CSU -		Complete	13. Phase 1 complete (27/04/04)
14. Phase 1 North & East Devon BCU – DSU, West Pilton		Complete	14. Phase 1 complete (27/04/04)
15. Phase 1 South & West Devon BCU – DSU, Ashburton		Complete	15. Phase 1 complete (27/04/04)
16. Phase 1 Special Branch - HQ	16. This issue is still outstanding. Mark Gilbert has been in discussion with Chris Leitch in how to progress the issue taking regard of the concerns over security that Special Branch have. It has been agreed that CHARTER will be used for Force and National Public Order Sources that Special Branch have but will not for the present time include their sources from the Secret Services. Roll out is due for the end of July. (28/07/04).	Complete	16. Roll out to Special Branch has now been achieved in line with the agreement detailed in the last update. (21/10/04)
17. Phase 2 (Covert Applications part of Charter) Application Test		Complete	17. Phase 2 complete. (27/04/04)
18. Phase 2 Roll Out	18. Covert application aspect of database to be piloted in Plymouth.	Complete	18. The Covert application of CHARTER has now been successfully rolled out to the whole force. (28/07/04)
19. Phase 3 (Intelligence Dissemination module) Application Test	19. This area has experienced further slippage and whilst the enhancements have been made to the system not all of the testing has been completed. It is anticipated that the completion of this roll out will not be achieved until the new year. (21/10/04)	30/09/04 now 31/01/05	19. The dissemination module has been piloted in Cornwall and the Isles of Scilly RAUs. Local feed back is positive however a formal response re: all persons involved is not due until 28/01/05. No major problems are anticipated and role out is expected to follow very soon. (25/01/05)
20. Phase 3 Roll Out	20. As per 3.19 (21/10/04).	30/09/04 now 31/01/05	20. As above (25/01/05)

21. Phase 4 (Crime Stoppers Module) Application Test	21. Work on going no update at this stage. (21/10/04)	31/12/05	21. This application is not likely to be developed in the short term as it is outside of the original PID. This is a developmental opportunity for the force that will need to be progressed in consultation with ICT outside of the current project. (25/01/05)
22. Phase 4 Roll Out	22. As above. (28/07/04).	31/12/05	22. As above (21/10/04)