

NORTHERN JOINT POLICE BOARD

14 November 2008

Agenda Item	
Report No	

HMICS EFQM Self Assessment

Report by the Chief Constable

SUMMARY

This report provides Members with an awareness of the introduction of HMICS EFQM Self Assessment process to Northern Constabulary.

Background

Northern Constabulary has used EFQM Self Assessment for 10 years incorporating the outcomes into Divisional and Force policing plans. The benefits to the organisation have been gained through active staff participation at all levels resulting in meaningful action plans with many examples of positive change influencing key decisions across the Force.

However, HMICS introduced a Scottish EFQM template with 86 questions across the EFQM spectrum to replace the requirement to support Primary Inspections. The principles of self assessment proposed by HMCIC were in accordance with Professor Lorne D Crerar's review recommending self assessment by providers enabling a reduction in the volume of external scrutiny. HMCIC would supplement the EFQM Self Assessment process with Thematic Inspections on specific key topical subjects affecting all Forces.

In response to the national methods of adopting self assessment at Divisional level this aligned itself to Northern Constabulary post Force Review. The Headquarters departmental functions came together to make a collective 'Division' for the EFQM Self Assessment, along with three operational Divisions.

The attached action plan is the corporate response to common themes emerging from the four Divisional action plans. Target completion dates will be inserted at an appropriate point in the Force Planning cycle. All Scottish Forces are required to submit their corporate action plans to their respective Boards before submission to HMICS by December 2008.

A copy of the revised annual planning cycle has been attached to reflect the new HMIC EFQM Self Assessment process on the on-going performance management of Northern Constabulary.

RECOMMENDATION

That the Board approves the EFQM Corporate Action Plan submission to HMICS.

I Latimer
Chief Constable

28 October 2008



EFQM Self Assessment

Black = Complete
Red = Not being progressed
Amber = Work In Progress
Green = Action Required

NORTHERN CONSTABULARY SELF ASSESSMENT ACTION PLAN

ACTION NO	ORIGINATOR	ACTION	OWNER ALLOCATED TO	TARGET DATE	B	R	A	G	COMMENTS
1	EFQM Self Assessment-Leadership	The Force Reference Document in relation to Commendations should include guidance on reward and recognition of staff to reflect the dialogue between Executive Officers, Divisions and Service Units in order to respond appropriately to staff.	IIP Phase 2 Team						
2.1	EFQM Self Assessment-Policy & Strategy	Force posters highlighting Force priorities require to be updated reflecting any changes in priorities year on year, and outdated posters are removed timeously to reduce opportunity for confusion.	Corporate Services						

APPENDIX 1

ACTION NO	ORIGINATOR	ACTION	OWNER ALLOCATED TO	TARGET DATE	B	R	A	G	COMMENTS
2.2	EFQM Self Assessment-Policy & Strategy	The tactical tasking process is a key process within the Force which translates policy and strategy into operational delivery to meet Force priorities. The Force should ensure that staff at all levels have the opportunity to attend these meetings to gain understanding of the process and how Force priorities are met through this.	Divisional Commanders and Service Unit Managers						
3.1	EFQM Self Assessment – People Management	The Force requires to identify at an earlier stage posts likely to become vacant and the Force having sufficient qualified staff to fill these posts. This would complement the existing transfer & deployment policy, staff career planning, promotion and selection process and staff appraisal system.	Human Resources						
3.2	EFQM Self Assessment – People Management	The benefit of the performance review process has been highlighted on a number of occasions throughout this assessment, however an audit procedure requires to be included within the Force Reference Document to ensure that there is compliance with the process at all levels within the organisation.	Corporate Services						
4.1	EFQM Self Assessment – Partnership & Resources	Now that Business Continuity Plans have been developed for all Operational Divisions and Headquarters programme of testing these plans requires to be developed.	Divisional Commanders and Service Unit Managers						Table Top Exercise in December 2008 completes the Business Continuity training for the Force

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4.2	EFQM Self Assessment– Partnership & Resources	Force to develop and implement a Corporate Risk Register to monitor and evaluate strategic level risks to the Northern Constabulary.	Corporate Services						
4.3	EFQM Self Assessment– Partnership & Resources	The Force must ensure that any new building programmes are assessed to ensure that they are 'future proofed' to meet future demands on the service.	Capital and Programme Monitoring Group						
5	EFQM Self Assessment- Processes	Following the reorganisation of the Force Operational Divisions all key processes and policies at Force and Division/Area Command level require to be reviewed to ensure that they are still fit for purpose, and that process maps are amended to reflect these changes.	Corporate Services						
6.1	EFQM Self Assessment- Customer Results	Force Performance Framework should be developed and written to increase the focus of qualitative indicators of customer satisfaction and public re-assurance.	Corporate Services						
6.2	EFQM Self Assessment – Customer Results	The induction training provided to police staff require to be reviewed to ensure that the ethos of community policing is an integral part of the training, emphasising Northern Constabulary's commitment to community consultation and how this link to the priority setting within the Force.	Human Resources						
7	EFQM Self Assessment – People Results	Review and refine the staff survey questionnaire re-enforcing the existing anonymity of staff to encourage increased staff response and increase response rates to improve staff confidence.	IIP Phase 2 Team						

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8.1	EFQM Self Assessment – Society Results	The Force requires to develop an Energy Management policy.	Finance and Asset Management						
8.2	EFQM Self Assessment – Society Results	The Force develop common standards for the recycling of paper and other recyclable materials including waste management	Finance and Asset Management						08/09 Strategic Objective
9.1	EFQM Self Assessment – Key Performance Results	The Force should examine ways of promoting and marketing the success of the organisation internally. Ensuring that the achievement of High Performance Results by Operational Units is linked to the support provided by non-operational Headquarter Units.	Media						
9.2	EFQM Self Assessment – Key Performance Results	The Force requires to promote the content and benefit of the Scottish Policing Performance Framework and its role within the measuring of police performance.	Corporate Services						

ANNUAL PLANNING AND REVIEW CYCLE

