

NORTHERN JOINT POLICE BOARD

14 SEPTEMBER 2007

Agenda Item	
Report No	

HMIC NORTHERN CONSTABULARY PRIMARY REPORT 2005

Report by the Chief Constable

SUMMARY

This report provides an update for Board Members on progress against HMIC recommendations/areas of concern from the HMIC Primary Inspection 2005.

BACKGROUND:

In November 2005, Her Majesty's Inspectorate of Constabulary (HMIC) published its report on the Primary Inspection of Northern Constabulary in which eleven recommendations were identified.

Following the Inspection, Senior Management within the Force undertook an assessment of the current position with regard to the areas highlighted and identified actions required to address the recommendations.

Ownership of each recommendation has been assigned to a named individual who has an agreed action and is responsible for completion of that action by an agreed timescale. Progress is monitored through the Force decision making process by Executive Officers.

Progress against actions is attached.

RECOMMENDATION

The Board is invited to note the report.

I Latimer
Chief Constable

3 September 2007

PROGRESS:

The eleven actions identified have now been completed and are details of action and evidence are given below:

1. RECOMMENDATIONS OF THE 2005 PRIMARY INSPECTION

No	Recommendation	Position Statement and Evidence
1	That the force reviews the content and structure of local policing plans and examines the role of operational objectives within the context of the National Intelligence Model, (paragraph 2.11).	<p>Northern Constabulary's local policing plans and service unit plans list the objectives to be achieved at the tactical and operational levels within respective financial year. These plans therefore outline the tactical approaches to be deployed to achieve the Force's strategic objectives. Local policing and service unit plans identify owners for each objective, which promotes accountability. Within Northern Constabulary, planning flows upwards and downward through the organisation and, because of this, co-ordination requires plans to be developed at each level in consultation with others operating above, below and laterally to the developer of the plan. There has been no change to the Force's effective planning process since HMIC's Primary Inspection.</p> <p>However, the local and functional development and implementation of plans has been further enhanced to include activities, timelines and checkpoints for specific events undertaken by those to whom accountability has been delegated. This range of activity is undertaken at the local or functional level and highlights a change in the approach deployed to produce local policing and service unit plans subsequent to HMIC's Primary Inspection. Tactical plans are therefore considered the culmination of local decision-making that has been informed by deployment of the NIM and results of consultation exercises. Specifically, Northern Constabulary's organisational structures work to ensure that local and functional strategies contribute to the Force's overall strategic direction by developing and implementing tactical objectives that are both consistent with corporate strategy and locally meaningful in operational terms.</p> <p><i>Notwithstanding the above, Northern Constabulary is heavily involved in developing work relating to Local Data Sharing Partnerships, NIM2 and MOPI. This work implies that the Force's approach to objective setting must remain fluid and responsive. Adoption of a</i></p>

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		<p><i>fluid approach is intended to ensure that Northern Constabulary is well placed respond to multi-agency objective setting in the future as these workstreams mature.</i></p> <p><i>Action complete. Currently being reviewed by HMIC via 1st Review Protocol.</i></p>
2	<p>that the force reviews existing processes for monitoring and managing organisational development objectives within the context of a wider change management regime, (paragraph 2.17).</p>	<p>The Capital and Project Monitoring Group supports the Chief Constable and the Policy Forum by:</p> <ol style="list-style-type: none"> 1. Making recommendations on the priority of proposed developments arising from the annual strategic planning process; the Force's capacity to deliver them; the appropriate management structure (i.e. Programme, Project or Initiative); and the resources required for delivery. 2. Making recommendations as above, on any proposed developments identified during the financial year. 3. Making recommendations on the sponsorship of developments. 4. Monitoring progress on all developments and making reports as appropriate. <p>The Capital and Project Monitoring Group is chaired by the Deputy Chief Constable and membership comprises all those chairing meetings within the Force Decision-Making Process, namely the Chairs of:</p> <ul style="list-style-type: none"> • Operations Service Group • Management Service Group • Operations Practitioner Group • Support Practitioner Group • Human Resources Practitioner Group • Change Board <p><i>The Capital and Project Monitoring Group reports to the Policy Forum and secretariat are provided jointly by the Head of Planning and Development and the Force Finance Manager. This is intended to ensure that the group operates at arms length from established line management structures to promote accountability and effective risk management. The Capital and Project Monitoring Group has therefore been formed to enhance Northern Constabulary's Corporate Governance and Risk Management</i></p>

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		<p><i>arrangements. In practice, the group operates to support the work of the Chief Constable and the Policy Forum by ensuring that:</i></p> <ul style="list-style-type: none"> ▪ the Force adequately and appropriately monitors, co-ordinates and manages its programme of project and capital spending ▪ the Policy Forum can demonstrate an effective and robust involvement in developing and implementing the Force's Organisational Development Plan and Capital Plan <p><i>The work of the Capital and Project Monitoring Group includes monitoring project scheduling, dependencies and monitoring resource estimates. The processes deployed to structure this work are identified in a series of detailed work instructions.</i></p> <p><i>Action complete. Currently being reviewed by HMIC via 1st Review Protocol.</i></p>
3	<p>that the force review its existing Corporate Governance arrangements and develop a risk management strategy that includes an assessment of both financial and non-financial risks, (paragraph 4.18).</p>	<p>Northern Constabulary has developed a Risk Management Strategy to structure the assessment of financial and non-financial risks and to provide guidance and standards on risk identification and accountability. The strategy is progressing through the Force's decision-making structure and awaits ratification.</p> <p>The strategy has, in part, been written in response to The Audit Commission's Governing Partnerships (2005) report and draws together actions regarding governance, accountability and leadership in regard to collaborative arrangements involving the Northern Joint Police Board.</p> <p>The Risk Management Strategy is closely aligned with, and is complementary to, the organisation's Code of Corporate Governance. Both of these documents are consistent with CIPFA's code of practice and other requirements.</p> <p><i>Details of identified risks, both financial and non-financial, are noted in the register of risks that relates to the work of the organisation's Capital and Project Monitoring Group.</i></p> <p><i>Action complete. Currently being reviewed by HMIC via 1st Review Protocol.</i></p>

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4	that the force should develop policy and set targets for energy consumption and waste management in line with Scottish Executive requirements, (paragraph 4.24).	<p>Energy Management is one part of the overall Sustainability and Environmental Management Programme, which is a very important and wide ranging programme. It is proposed to develop Policy, Organisation, Planning, Audit and Communication in partnership with Strathclyde Police and Grampian Police.</p> <p>Energy Management as a component part of the above Programme will be developed and managed locally in 2007/08. The rate of progress and the corresponding cost management, energy consumption and waste reduction will depend on the degree of appropriate prioritisation, which can be given to this important initiative.</p> <p>Action complete. Currently being reviewed by HMIC via 1st Review Protocol.</p>
5	that the force reviews processes for the administration of crime management and develops information technology to support both force and local crime management, (paragraph 5.4).	<p><i>The Chief Constable instructed a complete review of the Force commencing in April 2006 and part of that review, and indeed a central part of it, was the processes around Crime Management. The review has recommended the formation of a Force Information Management Unit based at a central point, which would have – amongst others – the responsibility for the administration of Crime Management. It is anticipated that this Unit will take up its role by April 2008 with initially change to manual process to improve effectiveness and efficiency. Northern Constabulary is totally committed to taking as early as possible the product currently being worked on by the Scottish Information Management Project under Superintendent John Gillon of Strathclyde Police and anticipates the IT solution will go some way to significantly improving the effectiveness of the administration of Crime Management.</i></p> <p>Action complete. Currently being reviewed by HMIC via 1st Review Protocol.</p>
6	<i>that the force addresses the observations made in relation to the implementation of the Scottish Crime Recording Standard, (paragraph 5.13).</i>	<p>A separate Force Reference Document on SCRS has been written by the Deputy Force Crime Registrar and was ratified by the Operations Service Group on 26th April 2007.</p> <p>Additionally a separate section on the Force Intranet links to the SCRS Crime Guidance Manual and this is therefore available to all staff on a 24/7 basis. The Force Crime Registrar drew up an 11 point Action Plan to address all SCRS issues in October 2006 and the majority of these actions are now complete.</p>

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		<p>A new Force Call Management Manual is currently being prepared and this incorporates a section on SCRS.</p> <p>The Force carried out the national crime audit of the week commencing 4th September 2006.</p> <p>Northern Constabulary views adherence to the SCRS as pivotal, not only in reassuring the public and governing bodies of the validity and reliability of crime figures, but also in ensuring that the National Intelligence Model operates to best effect in putting resources to real problems.</p> <p>The commitment of the Force has been reinforced since April 2007 by the appointment of a new FCR and Deputy FCR.</p> <p>Intensive work and re-engagement with the SCR Group led to a comprehensive Force SCRS Action Plan.</p> <p>All HMIC's recommendations have been reviewed and addressed in full. Paragraphs 5.17 and 5.11 have been resolved by using electronic communications systems.</p> <p>The ongoing Force Review has resulted in an agreed recommendation to incorporate the centralised aspects of SCRS into a newly created Force Information Management Unit. It is anticipated that this will make the standardised application of SCRS principles across the Force area an even more efficient process.</p> <p>Action complete. Currently being reviewed by HMIC via 1st Review Protocol.</p>
7	<p>that ACPOS should develop processes to disseminate good practice or lessons learned from the review of major crime enquiries, (paragraph 5.22).</p>	<p><i>Correspondence has been forwarded to the ACPOS Crime Business area to consider this action and in this respect work is ongoing within the Investigations Sub Committee, which is attended by Detective Superintendent Gordon Urquhart, to develop recommendations on the process for the dissemination of good practice or lessons learned from the review of Major Crime inquiries.</i></p>

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		<p><i>This matter will also be considered as part of the work within the Major Crime Investigations work-stream of the ACPOS Policing Capability Review, which reports to ACPOS Council via the Crime Business Area.</i></p> <p><i>Action complete. Currently being reviewed by HMIC via 1st Review Protocol.</i></p>
8	<p>that the force undertakes an assessment of the current and projected workload for the management of sex offenders and reviews staffing levels to ensure they are sufficient, (paragraph 5.46).</p>	<p><i>Following primary inspection a thorough review of existing arrangements was carried out along with a consideration of future projections. A report was submitted to the Force Executive in November 2005 and has resulted in a significant increase to dedicated staffing. An additional three officers have been recruited to Offender Management, creating a new total of seven dedicated officers. These staffing levels are sufficient to meet current needs.</i></p> <p><i>Recommendation 15 of the Force Review proposes that each of the 3 new Operational Divisions responsible for delivery of territorial policing across the Force should have a minimum threshold of capability in critical policing areas such as sex offender management.</i></p> <p><i>Action complete. Currently being reviewed by HMIC via 1st Review Protocol.</i></p>
9	<p>that the force establishes third party reporting schemes, in partnership with other public sector or voluntary agencies, to provide an alternative method of reporting racist incidents or hate crime, (paragraph 5.50).</p>	<p><i>Work is continuing to develop third party reporting arrangements across the Force to enhance existing arrangements. This is being done in an open and participative manner. For example, a meeting has been held with representatives of the Terrence Higgins Trust and they have agreed to use the template of the form that was previously agreed with Reachout Highland. This form is currently being re-worked to change headers and contact numbers, a protocol for action to be taken on receipt of a Third Party report has to be reviewed.</i></p> <p><i>Action complete. Currently being reviewed by HMIC via 1st Review Protocol.</i></p>

No	Recommendation	Position Statement and Evidence
10	that the force reviews its training programme and considers which aspects would benefit from inputs by partner agencies, (paragraph 5.52).	<p>The following were the inputs at the time of the inspection: Crown Office, Fiscal, Prison Service and Social Work Dept.</p> <p>The following have been added since the inspection: Fire Service, Immigration Service.</p> <p><i>The following are being considered for inclusion: Victim Support, Gypsy Travellers (note - the latter may be via a Continuing Professional Development Seminar).</i></p> <p><i>The addition of further training inputs by partner agencies will be subject to evaluation and benchmarking with other agencies. This will ensure that the prospective training provided by partner agencies will meet Northern Constabulary's standards.</i></p> <p><i>Action complete. Currently being reviewed by HMIC via 1st Review Protocol.</i></p>
11	that the force reviews arrangements for maintaining the skills and experience of Tactical Firearms Commanders, (paragraph 5.74).	<p><i>Northern Constabulary have set up a Working Group chaired by the Chief Inspector, Operational Support in response to the ACPOS Strategic Firearms Threat and Risk Assessment. This group reports to the Head of Operations and has produced an action plan to record their decision-making.</i></p> <p><i>An action arising from the assessment has been to review the resilience of Firearms Tactical Command within the Force.</i></p> <p><i>The Force has identified a need to record the operational experience of Tactical Commanders. A database is currently being developed to deliver this outcome. It is intended thereafter to use the information to identify best practice and areas for improvement for each Tactical Commander as well as making this information available to any future enquiry.</i></p> <p><i>The Force also recognises that the opportunity to gain operational experience is fortunately limited, however when incidents do occur, the facility for other trained tactical commanders to shadow the designated tactical commander will create an opportunity to develop other officers as well as supporting that designated Tactical Commander. To remind the designated commander, a tactical option prompt has been added to the policy log. The proposal is being developed at the moment and will be included in any</i></p>

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		<p><i>proposals being submitted through the Force Decision-Making process to amend the Force Reference Document. It is expected that this will be presented later in 2007.</i></p> <p><i>Finally, training is delivered on a structured basis in line with the Force Training Plan. Training takes the form of classroom inputs from Force Firearms Tactical Advisors and external experts. During the last training, which was delivered in February 2007, operational scenarios were also exercised in conjunction with surveillance and firearms officers. Six Tactical Commanders attended this training. In addition, new training has taken place in relation to developing the roles of Gold and Silver Commanders in relation to the deployment of firearms tactically.</i></p> <p><i>Action complete. Currently being reviewed by HMIC via 1st Review Protocol.</i></p>