

NORTHERN JOINT POLICE BOARD

29 January 2010

Agenda Item	
Report No	

NORTHERN CONSTABULARY'S HMICS STRATEGIC EFQM SELF-ASSESSMENT

Report by the Chief Constable

SUMMARY

To advise the Board of the outcomes from the Strategic EFQM Self-Assessment of 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.

In 2008 Her Majesty's Chief Inspectorate of Constabulary in Scotland (HMICS) adopted EFQM Self-Assessment as a replacement model to their previous primary inspection regime. The principles of self-assessment proposed by HMICS were as a result of Professor Crerar's review recommending self-assessment to enable a reduction in the volume of external scrutiny in Forces. HMICS also supplement the EFQM Self-Assessment process with Thematic Inspections on specific key topical subjects affecting all Forces.

The Force conducted local EFQM Self-Assessments at each of the operational Divisions and also at Headquarters, combining all Service Units to make one Division for self-assessment purposes. Following on from the local self-assessment exercises, a Strategic Self-Assessment was then conducted, which was targeted at the rank of Chief Inspector or equivalent and above. This took into consideration issues highlighted through the local self-assessments as well as strategic issues for the Force.

The attached action plan lists the outcomes resulting from the Strategic EFQM Self-Assessment. The Action Plan contains both a list of high level actions, and a number of tasks which will be progressed as business as usual. Progress will be brought to the attention of the Board on a quarterly basis, with the Audit Working Group maintaining a consistent oversight.

RECOMMENDATION

The Board is invited to consider the proposed Action Plan and agree its submission to Her Majesty's Inspector of Constabulary.

I Latimer
Chief Constable
11 January 2010

STRATEGIC EFQM ACTION PLAN

ACTION REF	ACTION PLAN	Rec No	RECOMMENDATION / AREA OF CONCERN	STATUS	TARGET DATE	RESPONSIBLE OFFICER
314	HMICS - Strategic EFQM Action Plan (2009)	Action 1	Undertake a review of the Force Planning Cycle , and implement any changes as appropriate.	New	31/03/2011	Head of Support Services
315	HMICS - Strategic EFQM Action Plan (2009)	Action 2	Increase staff awareness of force planning documentation, and improve the accessibility.	New	31/03/2011	Head of Support Services
316	HMICS - Strategic EFQM Action Plan (2009)	Action 3	Increase awareness of the control strategy and improve its integration with policing plans and force objectives.	New	31/03/2011	Head of Support Services
317	HMICS - Strategic EFQM Action Plan (2009)	Action 4	Ensure effective use of the performance review process.	New	31/03/2011	Director of Human Resources
318	HMICS - Strategic EFQM Action Plan (2009)	Action 5	Review and define the approach to quality assurance within the force and the effectiveness of its application.	New	31/03/2011	Head of Support Services
319	HMICS - Strategic EFQM Action Plan (2009)	Action 6	Review force approach to succession planning.	New	31/03/2011	Director of Human Resources
320	HMICS - Strategic EFQM Action Plan (2009)	Action 7	Work more effectively with partners, and encourage partners to take the lead on some areas of work.	New	31/03/2011	Head of Support Services
321	HMICS - Strategic EFQM Action Plan (2009)	Action 8	Increase awareness for staff as to how they are involved and contribute to the planning process.	New	31/03/2011	Head of Support Services

STRATEGIC EFQM TASK LIST

ACTION REF	ACTION PLAN	Rec No	RECOMMENDATION / AREA OF CONCERN	STATUS	TARGET DATE	RESPONSIBLE OFFICER
322	HMICS - Strategic EFQM Action Plan (2009)	Task 1	Have an executive sponsor to monitor delivery of actions and recommendations for reporting to external bodies.	New	31/03/2011	Head of Support Services
323	HMICS - Strategic EFQM Action Plan (2009)	Task 2	Increase the scope taken into consideration when undertaking benchmarking and environmental scanning.	New	31/03/2011	Head of Support Services
324	HMICS - Strategic EFQM Action Plan (2009)	Task 3	Benchmark control strategies from other Forces and the associated processes.	New	31/03/2011	Head of Support Services
325	HMICS - Strategic EFQM Action Plan (2009)	Task 4	Review and define the Quality Auditor role within the Force and its effectiveness.	New	31/03/2011	Head of Support Services
326	HMICS - Strategic EFQM Action Plan (2009)	Task 5	Target particular groups in regard to consultation.	New	31/03/2011	Head of Support Services
327	HMICS - Strategic EFQM Action Plan (2009)	Task 6	Improve management of risk to increase efficiency savings.	New	31/03/2011	Head of Support Services
328	HMICS - Strategic EFQM Action Plan (2009)	Task 7	Complete Equality Impact Assessments for all Policies and Force Reference Documents.	New	31/03/2011	Head of Support Services
329	HMICS - Strategic EFQM Action Plan (2009)	Task 8	Ensure partnerships are adding value to the force.	New	31/03/2011	Head of Support Services
330	HMICS - Strategic EFQM Action Plan (2009)	Task 9	Increase awareness of end to end processes within the force, and the impact of divergence from procedures.	New	31/03/2011	Head of Support Services
331	HMICS - Strategic EFQM Action Plan (2009)	Task 10	Ensure formal processes are in place for partnership working, and meetings/processes are formally documented.	New	31/03/2011	Head of Support Services

ACTION REF	ACTION PLAN	Rec No	RECOMMENDATION / AREA OF CONCERN	STATUS	TARGET DATE	RESPONSIBLE OFFICER
332	HMICS - Strategic EFQM Action Plan (2009)	Task 11	Increase Joint visits to police stations from Executive and NJPB Members.	New	31/03/2011	Head of Operations
333	HMICS - Strategic EFQM Action Plan (2009)	Task 12	Increase consistency of visibility of Force Executive and Force Visits within headquarters.	New	31/03/2011	Head of Support Services
334	HMICS - Strategic EFQM Action Plan (2009)	Task 13	Make a decision at an Executive level as to whether we want to be proactive in attaining sponsorship for areas of work.	New	31/03/2011	Head of Support Services
335	HMICS - Strategic EFQM Action Plan (2009)	Task 14	Improve the management of ICT assets and how they are distributed.	New	31/03/2011	Director of Finance
336	HMICS - Strategic EFQM Action Plan (2009)	Task 15	Progress the implementation of an asset management strategy.	New	31/03/2011	Director of Finance
337	HMICS - Strategic EFQM Action Plan (2009)	Task 16	Review the benefits of having a structured audit and inspection plan to improving compliance monitoring.	New	31/03/2011	Head of Support Services
338	HMICS - Strategic EFQM Action Plan (2009)	Task 17	Make more use of the internet to engage the public.	New	31/03/2011	Head of Support Services
339	HMICS - Strategic EFQM Action Plan (2009)	Task 18	Review the force target setting process.	New	31/03/2011	Head of Operations
340	HMICS - Strategic EFQM Action Plan (2009)	Task 19	Improve evidence of the quality of service we are providing for the public eg through call management.	New	31/03/2011	Head of Support Services
341	HMICS - Strategic EFQM Action Plan (2009)	Task 20	Increase involvement from Professional Standards and Conduct in the development of policies and inputs to training courses.	New	31/03/2011	Director of Human Resources
342	HMICS - Strategic EFQM Action Plan (2009)	Task 21	Increase awareness of headquarters staff roles and responsibilities.	New	31/03/2011	Head of Support Services
343	HMICS - Strategic EFQM Action Plan (2009)	Task 22	Increase knowledge and awareness of developments outwith the Police Service.	New	31/03/2011	Head of Support Services
344	HMICS - Strategic EFQM Action Plan (2009)	Task 23	Increase awareness with public and partners around the areas of work and responsibilities of the police.	New	31/03/2011	Head of Support Services
345	HMICS - Strategic EFQM Action Plan (2009)	Task 24	Improve knowledge and awareness of Force computer systems.	New	31/03/2011	Head of Support Services
346	HMICS - Strategic EFQM Action Plan (2009)	Task 25	Improve communication to staff as to how they contribute to the setting of priorities within the force.	New	31/03/2011	Head of Support Services
347	HMICS - Strategic EFQM Action Plan (2009)	Task 26	Implement a more robust auditing systems for the performance review process.	New	31/03/2011	Director of Human Resources
348	HMICS - Strategic EFQM Action Plan (2009)	Task 27	Review timescales in relation to delivery of performance review throughout all staff.	New	31/03/2011	Director of Human Resources
349	HMICS - Strategic EFQM Action Plan (2009)	Task 28	Aim for consistency in approach across the force in relation to reward and recognition.	New	31/03/2011	Director of Human Resources
350	HMICS - Strategic EFQM Action Plan (2009)	Task 29	Need to improve management approach towards staff that are not performing. Effective use of the performance review process.	New	31/03/2011	Director of Human Resources
351	HMICS - Strategic EFQM Action Plan (2009)	Task 30	Regularly review the allocation of training and review how skilled staff are being utilised throughout the force.	New	31/03/2011	Director of Human Resources
352	HMICS - Strategic EFQM Action Plan (2009)	Task 31	Review the possibility of implementation of a VSA to a wider grouping of staff, and not just "front line" officers.	New	31/03/2011	Director of Human Resources
353	HMICS - Strategic EFQM Action Plan (2009)	Task 32	Consistency in approach from management in relation to the application of force policy regarding absence management.	New	31/03/2011	Director of Human Resources