

Standards and Quality Directorate Plan 2011/12

The **Director of Standards and Quality** is, Mike Benbow

The **Heads of Function** for the directorate are:

Paul Davies

Senior Investigator, Standards and Intelligence Cell

Linda Hancox

Operational Training Manager

Karen Jamieson

Risk & Audit Manager

Tom Bucke

Head of Analytical Services

Our directorate's core business functions are:

- **Standards**

- Quality Assurance of Investigations/Casework
- Quality Assurance of learning recommendations
- External learning implementation assurance
- Deal with Conduct/Complaints against Staff
- Support a continual process in quality achievement
- Intelligence services
- Covert referrals

- **Risk and Audit Management**

- Support CEO and Audit Committee assurance processes
- Management of Internal audit assurance
- Strategic risk management

- **Operational training**

- Investigative development and training
- Casework development and training
- Law Enforcement Oversight Bodies Accreditation Board (LEOBAB) training board support
- Casework accreditation
- Investigations accreditation

- **Analytical Services**

- IPCC performance reporting at a corporate level
- Performance Framework reporting at police force level
- Provision of official statistics on complaints and deaths following police contact
- Thematic research studies on key IPCC areas
- Provision of ad hoc analysis in support of colleagues

Plan Aim

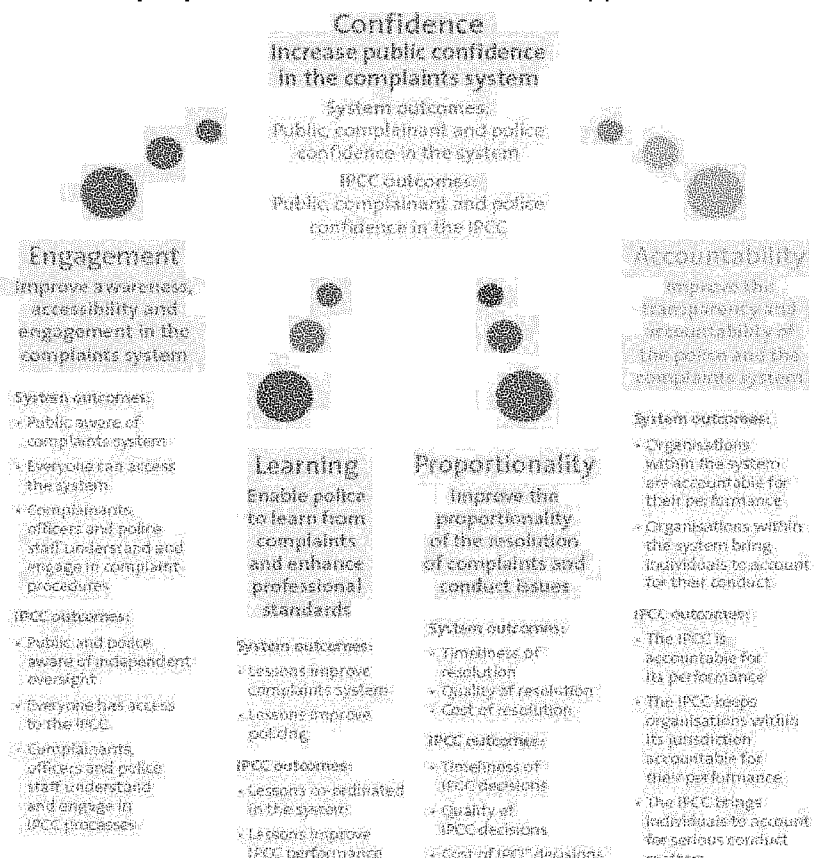
This Directorate Plan shows what our Directorate aims to deliver throughout 2011/12. It sets out our functions, challenges, our deliverables, and any risks related to those. The plan sets out how the Directorate is contributing to the IPCC's objectives, contained in the IPCC's Corporate and Business Plans.

Plan Author: Director of Quality & Standards

Date Approved:

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Plan Purpose	Key Challenges
<p>To set out and provide clear leadership and direction by:</p> <ul style="list-style-type: none"> Identifying key challenges for the Directorate Identifying the resources we have available and are using to achieve our deliverables Identifying how we are contributing to the IPCC aims and values Maintaining focus on our key performance indicators and targets Ensuring we achieve our objectives and key deliverables 	<ul style="list-style-type: none"> Directorate resources will remain static for the year Investigations and appeals rise – our work is planned on the predicted targets/capacity for those directorates Support required from other directorates is not forthcoming There is a significant reduction in budget for the financial year
IPCC Purpose, Aims and Strategic Themes	
<p>The IPCC's purpose and the four aims that support it :</p>  <p>Confidence Increase public confidence in the complaints system System outcomes: Public, complainant and police confidence in the system IPCC outcomes: Public, complainant and police confidence in the IPCC</p> <p>Engagement Improve awareness, accessibility and engagement in the complaints system System outcomes: Public aware of complaints system Everyone can access the system Complainants, officers and police staff understand and engage in complaint procedures IPCC outcomes: Public and police aware of independent oversight Everyone has access to the IPCC Complainants, officers and police staff understand and engage in IPCC processes</p> <p>Accountability Improve the transparency and accountability of the police and the complaints system System outcomes: Organisations within the system are accountable for their performance Organisations within the system bring individuals to account for their conduct IPCC outcomes: The IPCC is accountable for its performance The IPCC keeps organisations within its jurisdiction accountable for their performance The IPCC brings individuals to account for serious conduct matters</p> <p>Learning Enable police to learn from complaints and enhance professional standards System outcomes: Lessons improve complaints system Lessons improve policing IPCC outcomes: Lessons co-ordinated in the system Lessons improve IPCC performance</p> <p>Proportionality Improve the proportionality of the resolution of complaints and conduct issues System outcomes: Timeliness of resolution Quality of resolution Cost of resolution IPCC outcomes: Timeliness of IPCC decisions Quality of IPCC decisions Cost of IPCC decisions</p>	<p>As an organisation, the IPCC will improve performance against these aims over the next few years through five strategic themes/capabilities:</p> <ol style="list-style-type: none"> Independence: Demonstrate our independence by ensuring that decisions on the use of our powers are based on where we can have the greatest impact on public confidence while accepting the risk we may be subject to legal challenge. Excellence: (a) Deliver our statutory duties to the highest standard and (b) work with the police to ensure that the system is focused on the needs of complainants, is fair to all parties and delivers meaningful resolutions Accountability: Implement reforms to the police complaints system to make it more responsive to the needs of complainants; ensuring that appropriate sanctions, outcomes and learning can be demonstrated in response to the issues that matter to the public People: Ensure that our staff are able to deliver quality customer focused services and provide value for money Resources: Maximise the use of our resources to preserve operational capacity and demonstrate value for money <p>To help us deliver these strategic priorities, our Directorate will carry out the following deliverables:</p>

Deliverables			
Ref	Deliverable	Due Date	Owner
Independence			
I1	Reorganise our analytical functions within SAQ to deliver refocused analytical and intelligence gathering capabilities	March 2012	DS&Q
Excellence			
E1	Publication of quarterly Complaints Information Bulletins (Performance Framework)	March 2012	DS&Q
E2	Carry out quality assurance reviews	March 2012	DS&Q
E3	Carry out compliance audits	March 2012	DS&Q
E4	Deliver with Steria a new platform for analysis of police complaints data	April 2011	DS&Q
E5	Deliver with Steria a new Business Intelligence solution for IPCC Performance and management analysis	Second half of 2011/12	DS&Q
E6	Develop thematic work on bereaved relatives; gender violence; and post-release suicides	March 2012	DS&Q
E7	Publication of quarterly directorate bulletin	March 2012	DS&Q
E9	Bi Annual Operational Learning needs analysis	March 2012	DS&Q
E10	Carry out 1 audit of the ILDP	March 2012	DS&Q
E11	Carry out 1 audit of the CLDP	March 2012	DS&Q
E12	Develop and Deliver Training interventions to Operations in support of the corporate plan, particularly in relation to the specific priority issues	March 2012	DS&Q
E13	Complete Internal Audit Programme against agreed plan	March 2012	DS&Q
E14	Monitor implementation of Internal Audit and Standards Recommendations	March 2012	DS&Q
E15	Support CEO in production of Assurance Statements and Statement on Internal Control	July 2012	DS&Q
E16	Implement and support the Home Office Assurance Framework	March 2012	DS&Q
E17	Maintain oversight of the Strategic and Directorate Risk Registers	March 2012	DS&Q
E18	Support the Quality and Audit Committees in the discharge of their functions	March 2012	DS&Q
Accountability			
A1	Publish findings from <i>IPCC Public Confidence Survey 2010/11</i>	May 2011	DS&Q
A2	Collect data from referrals for Deaths following Police Contact 2011/12	On-going	DS&Q
A3	Production of National Report of Deaths following police contact 2010/11	March 2012	DS&Q
A4	Production of National Complaints Report for England and Wales 2010/11 (Annual Process)	Sept 2011	DS&Q
People			
P1	Provide skills training and development support to operational staff	March 2010	DS&Q

Equality Impact Assessment (EIA)

An EIA template should be used whenever we start to develop proposals or start work on projects/deliverables.

The IPCC has developed an EIA framework to help us consider and address equality and diversity implications whenever undertake work that impacts on the service we deliver to the public, the way we engage with our stakeholders, or the way we support and develop our staff. Further information and templates are available on the intranet under EIA Framework.

Our Key Performance/Outputs

We will measure our success by monitoring our performance against the following throughout 2011/12:

Ref	Key Performance/Output	Performance measure
1.	Reviews of independent investigations completed	4 investigations reviewed
2.	Reviews of managed investigations completed	4 investigations reviewed
3.	Audit the learning the lessons database	6 monthly review completed
4.	Monitor the learning the lessons database	Monthly
5.	Complete process reviews of independent investigations	10 investigations reviewed
6.	Complete process reviews of managed investigations	10 investigations reviewed
7.	Quality assure investigation Learning Reports	20 investigations QA'd
8.	Quality assure use of forensics	6 monthly review completed
9.	Complete compliance audit of casework process	6 monthly review completed
10.	Carry out reviews of high profile investigations as requested by DOI/directed by CEO	Reviews completed as tasked
11.	Collate de-brief data from independent investigations and disseminate via Quality Committee	Data collated and disseminated as necessary
12.	Support Quality Assurance Committee in dissemination of learning arising from Investigation/Casework reviews	Support given as necessary
13.	Collate, research and monitor all covert referrals received	Data collated and disseminated
14.	Collate, research and monitor all RIPA applications received	Data collated and disseminated
15.	Provide intelligence, analytical, and research support to Investigations	Support given as necessary
16.	Follow up implementation of National Learning Recommendations commissioned by the Learning the Lessons Committee	Implementation followed up
17.	Improved public confidence in the IPCC and the Police Complaints System	Work completed following 2010/11 Public Confidence Survey (TBC)
18.	Support of staff through provision of appropriate learning and development systems/opportunities	Implementation and review of ILDP and CLDP processes
19.	Reporting of IPCC corporate reporting to MB and Commission and associated analysis	12 MB reports and 6 Commission reports
20.	Provision of Complaint Information Bulletins to 44 forces making up the performance framework project.	4 sets of reports a year.
21.	Design and deliver operational training as requested based on bi annual learning needs analysis	2 LNAs per year
22.	Support and Quality assure CLDP and ILDP processes and provide feedback to Operational teams	1 audit of CLDP, 1 audit of ILDP Ongoing training and support to front line staff

Our Key Performance/Outputs (Continued)		
Ref:	Key Performance/Output	Performance measure
23.	Support operational teams in accrediting staff to the appropriate level	2 assessor standardisation meetings Regular maintenance and dissemination of information to ensure staff are accredited and that where appropriate renewal takes place
24.	Publish quarterly internal learning bulletin	4 bulletins per year
25.	Evidence of Directorate and Strategic Risk register review	Review at Management Board and Standing Item at Audit Committee.
Our Budget		
Staff and non staff budget: We plan on having the following financial resources in place for 2011/12		
Staff & Non Staff Costs - Overall Total Value (Delegated Budget)		1.36
Our Staff		
Staff complement: We plan on having the following number of permanent staff in place for 2011/12:		
Director's Private Office		
Director	1	Total: 3
Executive Assistant	1	
Standards & Quality Support Coordinator	1	
Standards and Intelligence Cell		
Senior Investigator	1	Total: 9
Deputy Senior Investigator	1	
Senior Casework Manager	1	
Internal Investigations Manager	1	
Internal Investigations Officer	1	
Intelligence Unit Manager	1 (2 x P/T)	
Intelligence Analyst	3	
Risk and Audit		
Risk & Audit Manager	1	Total: 2
Risk & Audit Officer	1	
Operational Training		
Operational Training Manager	1	Total: 2
Operational Training Officer	1	
Analytical Services		
Head of Analytical Services	1	Total: 8.5
Senior Research Officer	1.5	
Research Officer	2	
Performance & Analysis Manager	1	
Performance Officer	3	
Total Staff: 24.5		