

APPENDIX A – RECOMMENDATIONS, TIMESCALES AND IMPLEMENTATION ACTION PLAN

Recommendations	Progress
<p>1. To streamline the resolution of complaints made via the telephone.</p> <p>The review highlighted that calls coming into the department were not being dealt with; as staff had to seek authority to make a decision from a supervisor. In some cases this process took 2-3 weeks before simple issues were recorded or resolved. This created unnecessary work and provided a poor service.</p>	<p>This recommendation was implemented in August 2015.</p> <p>Simple issues are now being resolved over the telephone by those answering the initial call. Consequently this has created additional capacity for the office Co-ordinator to process complaints. This has contributed to the increase in the % of complaints being recorded within 10 days from 76% to 87%.</p> <p>There is significant further scope to both improve the resolution at the first point of contact with PSD and also the speed at which complaints can be passed to a divisional investigating officer. These are linked to the implementation of the Centurion operating system. The additional resource will assist in providing capacity to enable service to be maintained whilst these processes are developed and the further efficiencies will allow for the temporary resource to then be withdrawn.</p>
<p>2. Create a new process aimed at fast tracking the decision making time for all public complaints.</p> <p>The IPCC require decisions on the recording of public complaints to be made within 10 days. The review exposed that over 12 months the Constabulary recorded 76% in that time (MSF average 89%).</p>	<p>Changes in ISA (Investigation Support Assistant) processes were implemented in August 2015</p> <p>Previously this function was “passed” around the department delaying the recording time. As per the above performance data this has increased by 11% to date. Further improvements will be achieved as above.</p>
<p>3. The creation of an Co-ordinator post</p> <p>This role was identified as key to resolving the</p>	<p>Due to the additional demands as specified it has been necessary to employ temporary staff to meet this demand.</p>

<p>backlogs in processing complaints. An additional post was highlighted as supporting the existing function, whilst undertaking support for misconduct case hearing preparation. It was also highlighted as an opportunity to provide permanent research capability (currently a temporary position), by identifying patterns, risks, lessons and trends associated to complaints.</p>	<p>This has contributed to the workflow improvements as detailed.</p> <p>A job specification has already been written and is anticipated to be advertised imminently. Deadline for implementation – April 2016.</p> <p>The first public hearing is scheduled for March 2016 with a significant number projected into the new year making the April deadline critical in terms of compliance and performance.</p>
<p>4. Streamline the LH1 form (Local handling complaint recording form)</p> <p>The LH1 form was identified as being too bureaucratic and consequently took considerable time to complete (12 pages and 15 sections).</p>	<p>A new form was implemented in December 2015 that totals 2 pages.</p> <p>Further development of local handling procedures to eliminate paper copies will be developed via the Centurion operating system over the next 12 months.</p>
<p>5. Create a local investigation process for non-special requirement (local proportionate investigation cases)</p> <p>The review identified that Lancashire seemingly investigated 7% of allegations. Analysis suggests this was a process issue, rather than the Constabulary not investigating allegations. As such a change to a local investigation process for complaints (not suitable for local handling) was recommended.</p>	<p>This process was implemented in September 2015. Within the first 4 months performance increased to 17% (over the year).</p> <p>Further efficiencies to the model to be developed as in p4.</p>
<p>6. Create a dedicated officer (ISO) to deal with appeals against locally handled complaints</p> <p>The review highlighted a backlog of appeals, with no dedicated officer assigned to deal.</p>	<p>The management of appeals is currently being shared on a 3 month rolling rota between ISO's (Investigation Support Officers). A new job specification has been developed and is currently waiting a grading, before consideration for advertising. Deadline for completion - May 2016.</p>

<p>7. Create a dedicated complaint handling team by realigning the supervision of ISA's to the Support Services Team Leader</p> <p>The review highlighted a disjointed approach to dealing with complaints, as ISA's had different supervisors. The realignment of staff is anticipated to create a consistent approach to complaint management.</p>	<p>Implemented in August 2015.</p>
<p>8. Establish x 2 ISO posts</p> <p>Establish x 4 temp DC posts</p> <p>The department has already had x 2 agency ISO's in post for over 18 months. A reduction in staffing from current levels was highlighted as unsustainable.</p> <p>In addition it was highlighted that by seconding additional trained investigators the department could clear the backlog of work, whilst up-skilling those in the ISO role, so they can undertake more complex investigations moving forward.</p>	<p>There are already x 2 temporary staff members contracted to the ISO posts.</p> <p>A job specification is being developed for the DC secondments. Once completed a selection process will be run. Deadline for completion – May 2016</p> <p>The composition of the reactive is subject to on- going review, the position as recommended is an interim position. The balance between those who can hold an investigation and those who can just support the investigation will be balanced over the next 24 months. The first stage of this process is to re-assess the roles of ISO and DS's within the department. There is significant scope for workforce and organisational development which is likely to lead to a reduction in police officers (beyond this temporary funding) and increased responsibility for police staff. This will allow the capacity of this temporary resource to be met by a sustainable budgeted resource against the core budget. T/Insp Stubbs is working with DCI Whitehead to deliver this improvement and the work commenced January 2016.</p>

<p>9. Establish a temporary Business Development Sergeant</p> <p>The review cites there are significant changes both locally and nationally around the entire PSD portfolio. To co-ordinate and implement these changes the secondment of an additional officer is required.</p>	<p>To be implemented – deadline for completion May 2016</p> <p>A temporary move has enabled this interim document to be produced and has led to significant business improvement as stated above, it has also identified significant opportunities to develop the business process further to provide significant efficiencies, however the timeframe to achieve these is between 12 -24 mths. The temporary staff member remains in place and is initiating those ongoing pieces of work currently.</p>
<p>10. To implement further process recommendations and development of the portfolio</p> <p>As per the above there are significant changes being co-ordinated.</p>	<p>Deadline – May 2017</p>