

MPA - MORRIS INQUIRY RECOMMENDATIONS

RECOMMENDATION	POSITION AS AT JUNE 2006	STATUS
<p>1. <i>That the office of constable should be retained for all police officers.</i></p>	<p>The Government decided in March 2005 to retain the office of constable when it accepted the recommendations of the Taylor Review of the Police Discipline Process.</p>	G
<p>2 <i>That employment law should be extended to police officers within the framework of the office of constable.</i></p> <p>a) <i>That appropriate structures and systems are devised for negotiating national terms and conditions and for deciding which terms and conditions should be national and which left to local determination.</i></p> <p>b) <i>That the terms and conditions should include disciplinary, capability and grievance procedures in line with the ACAS Code of Practice on Disciplinary and Grievance Procedures. The current regulatory framework for complaints and discipline for police officers would no longer apply.</i></p> <p>c) <i>That the office of constable is enhanced by the addition of a Code of Conduct, similar to the Civil Service Code and the Code of Ethics for the Police Service in Northern Ireland, which would form part of the terms and conditions of all police officers and police staff. This would replace the current Code of Conduct for police officers.</i></p> <p>d) <i>That a provision dealing with unlawful discrimination should be included in the new Code of Conduct. Additional provisions may also be appropriate.</i></p> <p>e) <i>That disciplinary cases involving serious criminal allegations should continue to be dealt with under the</i></p>	<p>The Government decided to accept the recommendations of the Taylor Review, with the result that employment law will not be extended to police officers. Taylor did however propose a remodelling of the police misconduct and disciplinary regimes with a view to aligning the processes as far as practicable with ordinary employment law and practice, and to make them less formal and legalistic, and this was accepted by the Government. The Home Office is leading the introduction of the new system.</p> <p>The MPS has acted to ensure parity in interpretation and application of key changes in employment law. For example, the Dispute Resolution Regulations introduced nationally in 2005 have been used as a basis for the MPS Fairness at Work procedures to secure broad consistency.</p> <p>A new Code of Conduct and Ethics, reflecting the principles that Morris advocated, has been prepared and is subject to final formal consideration by the Police Advisory Board. It is expected that the new Code will be adopted and brought into operation in 2006 or 2007. The new Code contains more specific provisions relating to discrimination.</p>	G

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<p><i>special procedure, which requires cases to be referred to the Crown Prosecution Service out of region, but that more routine matters should be dealt with in the same way as similar allegations against members of the public, that is, by referral to the local Crown Prosecution Service lawyer.</i></p> <p><i>f) That a procedure, involving conciliation and / or arbitration, is devised to resolve industrial disputes in the police service.</i></p> <p><i>g) That attestation is delayed until the officer has satisfactorily completed his or her initial training.</i></p>	<p>The decision to maintain police officers outside the general employment law framework means that there is no further procedure required in relation to industrial disputes.</p> <p>The Morris Inquiry felt delaying attestation would avoid the 'taint' of probationers filmed in "The Secret Policeman" as they would be employees not police officers. Home Office, HMIC and APA have all expressed support for the principle of delaying attestation from Day 1 to a point further into police training where officers were more capable of beginning to wield the responsibilities and powers of constable. This requires primary legislation and is being pursued within the national workforce modernisation programme.</p>	
<p><i>3. That the post with overall responsibility for Human Resources should be held by a suitably qualified and experienced individual, and that the post-holder should be by designation a member of the strategic management board.</i></p> <p><i>a) That, in addition to relocating the Employment Tribunals Unit from the Directorate of Professional Standards to the Human Resources directorate, the people management aspects of the work of the Diversity directorate are also moved to the Human Resources directorate.</i></p> <p><i>b) That the policy review process be given new momentum with a view to simplifying and reducing the number of human resources' policies even further.</i></p>	<p>The Director of Human Resources is now a member of Management Board.</p> <p>Functions have been relocated from DPS to HR as recommended by Morris and the Diversity Directorate has been radically redesigned.</p> <p>The MPS have reviewed, standardised and simplified HR policies, reducing the number from over 500 to 40. Policies and managers guidance has been approved by HR Board and published. The work to develop the 'Pathfinder Guide' which provides a guide to key</p>	G

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<p>c) <i>That the Human Resources directorate reviews the management information it currently collects with a view to ensuring that it has the data needed for the MPS to fulfil its objectives.</i></p> <p>d) <i>That the MPS should ensure that the Human Resources directorate plays a full part in the management of discipline cases, with responsibility for maintaining contact with officers under investigation and overseeing welfare support and re-entry into the workplace for suspended officers.</i></p>	<p>policy areas was completed in November 05. There is an electronic 'search' facility on the MPS intranet to help managers and staff navigate their way around policy documents to find the information they are looking for. The HR Evaluation Unit evaluates compliance with key HR policies within all OCUs.</p> <p>MetHR data is the MPS's management information system and is used at corporate and business group level to support strategic decision-making, performance management and the evaluation of relevant policy impacts. There is a constant programme of upgrades to provide key reporting data for all statutory and corporate HR reports and returns.</p> <p>There is now a compliance strategy in place that means that BOCUs and business groups must take ownership for MetHR, ensuring resources and protocols are in place for the timely and accurate maintenance of an individuals MetHR record to inform management, operational and strategic decisions/deployments. This is centrally monitored.</p> <p>A Suspensions Support Unit has been established within HR Services Directorate and their standard operating procedures have been published</p>	
<p>4. <i>That the MPS replaces its Fairness at Work policy with a new grievance procedure, based on the ACAS Code of Practice on Disciplinary and Grievance Procedures. The procedure should cover all workplace conflicts involving officers and staff.</i></p> <p>a) <i>That any pilot projects on mediation follow best practice, particularly the Northamptonshire model, and take account of the wealth of learning and experience</i></p>	<p>The MPS Fairness at Work procedure was fully reviewed in the light of the Morris critique, and it was the subject of extensive consultation. The HR Committee endorsed the conclusion that FAW should be retained but it has been revised to put emphasis on early resolution, and on mediation as a means of resolving disputes.</p>	A

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<p><i>which exists within established organisations such as ACAS.</i></p> <p><i>b) That the MPS carefully monitors the development of the Thames Valley pilot on mediation.</i></p> <p><i>c) That mediators should be brought together on a regular basis to share experience and refresh their knowledge of common developments in mediation techniques.</i></p> <p><i>d) That the MPS reviews its use of mediation to provide appropriate training to its officers and staff and to encourage its use throughout the grievance process in appropriate cases.</i></p>	<p>[NB Thames Valley only have a mediation pilot for public complaints]</p> <p>Mediation training has been delivered to 50 MPS staff, 25 of whom are existing FAWAs. A pilot mediation scheme was launched in February 2006 for a period of 6 months, when it will be formally reviewed and evaluated.</p>	
<p><i>5. That the Director of Legal Services invests time and resources in explaining the directorate's work, and how it operates, to a wider section of the organisation and to the Metropolitan Police Authority.</i></p>	<p>The former Director of Legal Services attended MPA Coordination and Policing Committee on 3rd Feb 06 and presented a paper outlining how DLS has taken forward this recommendation. The DLS will in future present twice yearly reports on the role and work of DLS. The next report will be in October 2006</p>	G
<p><i>6 That the Department of Trade and Industry gives consideration to a specific provision extending the protection afforded to discussions involving ACAS to discussions that take place between the parties at a mediation so that the discussions become privileged.</i></p>	<p>Action on this recommendation awaits a review of relevant legislation.</p>	R
<p><i>7. That the MPS takes urgent steps to eliminate the discriminatory management practice which has led to a disproportionate number of investigations of black and minority ethnic officers.</i></p>	<p>The interim report from the Cambridge Criminology Dept has been received and no significant new issues have been raised. A group of DPS officers is currently identifying issues that specifically affect MPS black and minority ethnic staff. A formalised system of debriefing those convicted of corruption related offences has been developed and implemented. The reforms in DPS, including more effective investigation management, will also be crucial in achieving this objective.</p> <p>Learning from ET cases is a key aspect in the work of the Performance and Learning Manager within the Employment Tribunal Unit. Good practice advice and learning has been identified for inclusion on the HR ET Unit intranet site, which is available to the</p>	A

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<p><i>a) That the MPS takes immediate action to engage black, minority ethnic and white officers and staff at all levels in the important practical steps required to ensure that black and minority ethnic officers and staff are not discriminated against on grounds of race.</i></p>	<p>entire MPS workforce. This has recently included material with guidance/good practice advice on issues such as sexual harassment, selection/promotion, police staff disciplinary process, victimisation and support for individuals who are named respondents within tribunal proceedings.</p> <p>A range of other means are utilised to share organisational learning including contributions to training events and seminars for key personnel, learning material has to the Recruit School to develop leadership/management skills for trainers and to the Met Careers Team in respect of issues raised by applicants, e.g. those with a disability.</p> <p>The four practice managers within the HR Services directorate provide a similar service in respect of grievances, which now has mediation as part of the process.</p> <p>A wide range of consultation mechanisms exist with representative groups. Closer links have been established between HR and Diversity & Citizen Focus Directorate. The implementation of the Police Race and Diversity Learning Programme (including the race and diversity national learning requirement) will also address this matter.</p>	
<p><i>8. That the MPS gives adequate priority to all aspects of diversity, particularly in light of the Framework Equal Treatment Directive 2000.</i></p> <p><i>a) That the MPS refreshes and revitalises its work in managing difference and devises a way of truly engaging all officers and staff on this important issue.</i></p> <p><i>b) That consideration is given to extending the Diversity Excellence Model to other Operational Command Units and directorates. However, we would recommend that its implementation be kept under review to guard against it becoming another 'tick box' exercise.</i></p>	<p>In September 2005, the importance of diversity/equality within the MPS was reinforced with the appointment of a Deputy Assistant Commissioner with responsibility for the work of the realigned Diversity and Citizen Focus Directorate. The expanded directorate will continue to progress the MPS's work on equality whilst developing improvements in the citizens experience of policing services through a range of activities aimed at implementing the Quality of Service Commitment.</p> <p>The launch of the Race & Diversity (Confidence & Equality) strategy in April 2006, outlines the way that the MPS proposes to give adequate priority to all aspects of diversity and increase trust and</p>	G

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	<p>confidence of Londoners built around an Equality standards approach. Work is currently undertaken to develop an Equalities Scheme which outlines the arrangements being made by the MPS to meet the legislative requirements of Race, Disability & Gender legislation and which would apply the same principles to the non legislative strands of Age, Faith and Sexuality. The initial programme of work involves an extensive consultation process which also recognises the Disability requirement for community engagement/involvement in the development of the scheme.</p> <p>Supporting this major programme of work is the development of a diversity performance framework. This will be made up of two parts. Firstly, a statistical package of Key Performance Indicators that will allow an overview of OCU performance. Secondly, introduction of the Equality Standards Assessment Tool (E-SAT).</p> <p>The MPS is committed to achieving level 5 of the Local Government Equality Standards and this mechanism will require the training of staff in every OCU to enable them to develop local action plans to provide a qualitative standard of their own performance in the areas of Leadership, service delivery, employment matters & community engagement. Work to pilot elements of the framework with 5 OCUs is currently in hand.</p> <p>The MPS is finally in a position to commence training of all of its staff on the Race Relations Act General & Specific Duties. This will provide staff with the context to understand their 'individual responsibility with respect to discrimination, equality and role in promoting good relations both within the organisation as well as outside the MPS. This is particularly timely when put within the work of the directorate on the Equality Scheme.</p> <p>June 26th also sees the opening of the MPS Leadership Academy. The Academy will play a major role in improving organisational knowledge and understanding of equality issues and provide staff</p>	

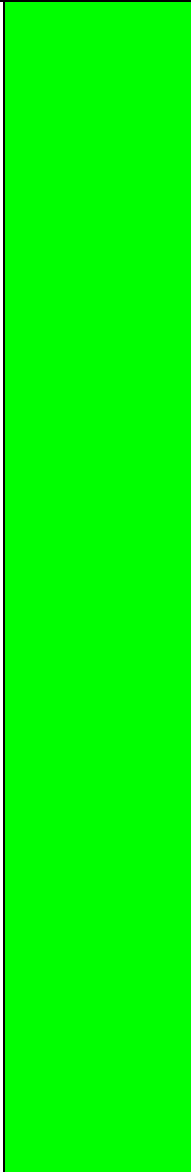
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	<p>with the confidence and support to take a more interventionist approach within the workplace.</p> <p>The Diversity Excellence Model is now being introduced within the working practices of the Serious Crime Directorate.</p> <p>A wide range of consultation mechanisms exist with representative groups. Closer links have been established between HR and Diversity & Citizen Focus Directorate. The implementation of the Police Race and Diversity Learning Programme (including the race and diversity national learning requirement) will also address this matter.</p>	
<p>9. That the Metropolitan Police Authority enters into greater dialogue with other police authorities to establish best practice in discharging the oversight role.</p>	<p>The MPA has become an active participant in the APA Professional Standards Network, and is using that as its principal means of sharing practice with and learning from other Authorities.</p>	G
<p>10. That the Metropolitan Police Authority keeps under review the protocol with the MPS on the provision of information to the Authority on complaints and conduct cases, in order to ensure that it meets its responsibility for scrutiny.</p>	<p>The existing Protocol has been in use for several years and is well understood, and generally observed, in the MPS and the MPA. It now needs some updating to reflect the fact that a new protocol has been agreed relating to Employment Tribunal and Grievance cases, that there is a new system for case monitoring and dip sampling and that the Morris Case Management model is in operation. This will be progressed during 2006 through the PSC</p>	G
<p>11. That the Metropolitan Police Authority reviews the resources it is able to devote to supporting its role in overseeing complaints and conduct cases, with a view to increasing activity further, particularly in relation to dip-sampling of files.</p>	<p>The Authority approved the investment of additional resources in this area, and there are now 2 members of staff working full time on the oversight of professional standards cases. Other MPA units are increasingly engaged in the oversight function. The staff team have introduced a new systematic approach to dip-sampling of cases files that has already achieved a significant impact and is influencing the practice and procedures of DPS.</p>	G
<p>12. That the Metropolitan Police Authority puts in place comprehensive oversight systems and processes to</p>	<p>This is now in place. A Protocol was approved by the HR Committee in April 2006, building on the APA model. The flow of information to</p>	

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<i>scrutinise grievances and Employment Tribunal cases as soon as possible, taking account of the Association of Police Authorities' guidance in this area.</i>	MPA is much improved and there are arrangements in place for formal and informal oversight by Members, with the opportunity for Members to engage with HR officers in relation to sensitive or controversial cases.	
<i>13. That the Metropolitan Police Authority should convene and chair a case conference involving the Commissioner and all relevant stakeholders (including, in particular, those individuals and organisations who have given evidence to this Inquiry on this point) to establish what progress has been made in implementing the recommendations of the Viridi Inquiry Report and to determine what, if any, further action should be taken.</i>	Documentation of the actions taken by the MPS to implement the recommendations from Viridi 1, and Viridi 2 is nearing completion and a full paper will be submitted to the Professional Standards Committee in the autumn 2006.	A
<i>14. That the 'Nolan Principles' for public appointments should apply to the appointment of members of the Independent Advisory Group and that:</i> <i>i. their appointment should be by the Metropolitan Police Authority;</i> <i>ii. they should be appointed in a transparent way following open competition b public advertisement;</i> <i>iii. the terms of their appointment, including tenure of office and any remuneration, should be made public; and</i> <i>iv. candidates should be assessed for their suitability against a formal specification which should also be made public by the Metropolitan Police Authority.</i>	The Morris recommendations and other current issues relating to IAGs have been considered by the MPA Morris Steering Group and a progress report was presented to Full Authority in April 06. The CF& D directorate is undertaking a fundamental review of IAGs, which will lead to reformed protocols and practices for all IAGs, and which should enhance compliance with the Morris recommendations.	A
<i>15. That the Independent Advisory Group is properly resourced and that this should include a budget for expenditure on items such as independent professional advice (this includes legal advice), where the Independent Advisory Group believes this is necessary.</i>	As above at 14.	A
<i>16. That the Independent Advisory Group and the MPS agree a protocol in relation to disclosure of documentation and the rationale for decisions to</i>	As above at 14 and also covered by work on the review of DPS.	A

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<p><i>Independent Advisory Group members. This must be based on the presumption that Independent Advisory Group members see everything that is available to the investigating officers. Where possible, this should be before decisions are taken.</i></p>		
<p>PROFESSIONAL STANDARDS</p>		
<p>17. <i>That the Commissioner orders a fundamental review of the Directorate of Professional Standards, to be personally assured that the policies governing the practices and procedures of the directorate hold senior managers fully to account for the conduct and management of discipline investigations.</i></p> <p>a) <i>That the MPS creates a policy database and reference source that is cogent and succinct, by reducing the number of policies which impact on the process of discipline and conduct.</i></p> <p>b) <i>That the Commissioner takes steps to ensure that the Directorate of Professional Standards appreciates the importance of scrutiny to public confidence.</i></p> <p>c) <i>That the MPS puts in place recruitment processes which are transparent and provide for equality of opportunity. These processes must ensure that people of the right calibre are recruited to posts within the Directorate of Professional Standards and must be extended to all ranks including the most senior positions.</i></p> <p>d) <i>That the MPS puts in place processes to ensure that those recruited receive the appropriate training to undertake the roles to which they are assigned.</i></p>	<p>The fundamental review has taken place, with MPA involvement, and the current focus is on implementation of the changes designed to transform DPS, known as the New Way Model. The restructured DPS will consist of 3 commands - Intelligence, Enforcement, and Prevention and Organisational Learning. Implementation of the new model commenced in April 2006 and it is anticipated that the bulk of the work will be completed by November 2006.</p> <p>The number of policies and standard operating procedures has been reduced from 110 to 28. They are now reviewed 3 monthly in accordance with MPS Policy Development Framework</p> <p>Reports to PSC and EODB have demonstrated the readiness of DPS to be scrutinised and held to account.</p> <p>Recruitment and selection processes have been reviewed to ensure compliance with requirement. A Training & Development Manager has been appointed.</p> <p>A performance needs analysis of all staff requirements will be conducted as part of the implementation of New Way Model. The MPA requested that the HR Training Standards Unit evaluate the training being delivered by DPS to its staff. This not yet</p>	<p style="text-align: center; font-size: 2em; font-weight: bold;">G</p>

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<p>e) That the MPS takes steps to ensure that the future profile of the Directorate of Professional Standards reflects the diversity of the MPS as a whole.</p> <p>f) That a system of time-limited tenure of posts is considered.</p>	<p>completed.</p> <p>This will be monitored by PSC</p> <p>DPS has established a postings period policy.</p>	
<p>18. That the MPS and the Metropolitan Police Authority adopt our recommended model of case management.</p>	<p>PSC has approved the introduction of a Case Management Model closely based on the Morris recommendation. Full implementation has been delayed by problems with DPS data but these are being addressed.</p>	G
<p>19. That the Home Office, the Independent Police Complaints Commission, the Association of Police Authorities and the Association of Chief Police Officers' Professional Standards Committee consider the introduction of a national model.</p>	<p>This will be dealt with as part of the package of changes arising out of the Taylor Report.</p>	A
<p>20. That the MPS works with appropriate stakeholders to implement the recommendations in the Review of Operation Lancet.</p> <p>a) That investigations by the Directorate of Professional Standards should be run along the lines of the normal investigative process for criminal cases and arrangements should be made to put the necessary systems in place as a matter of urgency.</p> <p>b) That the MPS gives clear guidance to Directorate of Professional Standards' officers on the use of powers of arrest where the real objective is to search the premises of an officer under investigation.</p> <p>c) That, except in the most serious cases (such as allegations of criminal behaviour) where doing so is clearly inappropriate, the MPS should always explore options for early informal resolution.</p> <p>d) That the Independent Police Complaints Commission should consider issuing detailed guidance</p>	<p>The DPS New Way Model is founded on the principle of proportionate and timely investigations as commended by the Review of Operation Lancet.</p> <p>Informal resolution is a key operating principle for internal matters as well as public complaints.</p> <p>The IPCC has prepared draft guidance in conjunction with</p>	G

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<p><i>as to the proper parameters for disclosure in disciplinary proceedings, including an appropriate timescale for responses to disclosure requests.</i></p> <p><i>e) That, when more than one officer is involved in a case, regular and frequent assessments are made of the facts with a view to determining who, if anyone, is actually culpable and which officers are peripheral to the central facts.</i></p> <p><i>f) That the MPS reviews the existing criteria for suspension to provide greater clarity on when suspension should be used.</i></p> <p><i>g) That the MPS takes steps to ensure that, in each case when suspension is considered, it accords with the recommendation of the Review of Operation Lancet that the use of suspension always needs to be proportionate to both the allegation and the risk.</i></p> <p><i>h) That the MPS examines the adequacy of welfare support to officers under investigation.</i></p> <p><i>i) That, when an officer is under investigation, the MPS should:</i></p> <p><i>iii. give the officer a copy of any media release before it is issued;</i></p> <p><i>iii. tell the officer when information is likely to be released to the media; and</i></p> <p><i>iii. provide the officer with advice for dealing with media intrusion, doorstepping, etc.</i></p> <p><i>j) That no comment is made about an officer's guilt or innocence by the MPS until it has been established by the appropriate decision-making body, and no embargoed interviews should be given.</i></p> <p><i>k) That the MPS reviews its policy in relation to correcting errors in media reporting about its officers and staff.</i></p> <p><i>l) That the MPS take steps to ensure that discipline matters relating to individuals are kept confidential and</i></p>	<p>stakeholders.</p> <p>The revised Suspensions and Restrictions policy has now been agreed by the MPA. A central HR Suspensions Support Unit has also been established to provide support to officers and staff. DPS IIC investigative processes have been encapsulated in the Manual of Investigation and the associated policies, procedures and practices are contained in the Manual of Guidance. Proportionality issues feature prominently with the requirements of IPCC implementation and the implementation of statutory guidance (yet to be published). Other activities, such as the establishment of a new Prevention and Organisational Learning Command, are also operating to support progress/developments in this outcome.</p> <p>This outcome has been overtaken by the DPS Review Implementation Project. The creation of an innovative new Prevention Command will drive the DPS commitment to move towards a more productive culture of de-briefing and learning. This will be coupled with the empowerment of local managers and supervisors for early intervention and resolution of misconduct issues. A Suspensions Support Unit has been established with HR Services Directorate and their standard operating procedures have been published.</p>	

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<p><i>not discussed with third parties in a public forum.</i></p> <p><i>m) That measures are put in place to ensure that officers under investigation (other than covert investigations) are kept informed of developments and that officers are told of the detail of any charges at the time they are told of a decision to discipline them.</i></p> <p><i>n) That officers under investigation be provided with a written record of the outcome of such an investigation and a summary of the reasons for that outcome.</i></p> <p><i>o) That the conduct of disciplinary hearings should be reviewed to make them less akin to a criminal court.</i></p> <p><i>p) That, in sensitive cases, or where there are vulnerable witnesses, thought should be given to the layout of the room and other practical considerations, such as allowing those involved to be accompanied by a friend or partner, so that the process is less daunting for all those involved.</i></p> <p><i>q) That the MPS strengthens its guidance on Assistant Commissioner Reviews by including provisions:</i></p> <p><i>ii.]making it clear that the reviewing officer should have access to all available documentation as of right; and</i></p> <p><i>ii. for the reviewing officer to be satisfied that he or she has all the necessary information required to make a proper decision.</i></p> <p><i>r) That the relevant Committee of the Association of Chief Police Officers should consider issuing guidance on Chief Constable (Assistant Commissioner) Reviews.</i></p>	<p>There is a statutory duty on investigators to keep officers informed of developments</p> <p>This will be one of the outcomes of the Taylor Review</p> <p>Action has been taken to implement these recommendations, as reported to Members in a Briefing Note.</p> <p>AC Reviews have been updated and a training module for ACs has been developed and delivered.PSC will continue to monitor AC decisions for consistency.</p>	

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<i>THE CAPACITY TO DELIVER</i>		
<p>21. <i>That the MPS and the Metropolitan Police Authority create a police staff post, which would undertake the functions of a Chief Operating Officer, to bring all the support services in the MPS (Finance, Human Resources, Communications, Legal Services, Property, Information Systems and Technology, Procurement, Logistical Services, etc.) together under one individual who would be equal in status to the Deputy Commissioner with a remit which spans the whole of the organisation.</i></p> <p><i>a) That the MPS reviews, with relevant stakeholders, the extent to which existing central processes inhibit devolution of real authority to managers in the Operational Command Units, with a view to streamlining the process to give local managers real responsibility for their budgets and people.</i></p> <p><i>b) That the MPS takes urgent steps to compile a comprehensive Scheme of Delegation setting out the levels of authority for different decisions throughout the organisation. This should be available to all officers and staff.</i></p> <p><i>c) That the MPS reviews its internal communication in the light of best practice in other large public and private sector organisations.</i></p>	<p>This recommendation has not been implemented but the restructuring of the Management Board, including the appointment of Stephen Rimmer as Director of Strategy, Modernisation & Performance, has been designed to address the issues of corporate management on non-operational functions that Morris was concerned with.</p> <p>The Service Review and MMP provide a framework within which devolution can be taken forward.</p> <p>80% of MPS budget is now under local control. Under the Workforce Modernisation Programme, the pilot at Bexley is trialling alternative workforce configurations with a view to giving all B/OCU Cmdrs greater flexibility to determine their appropriate workforce mix and number.</p> <p>This is being addressed in the MMP and Together programmes.</p> <p>As part of its review on the revised MPS internal communications strategy, DPA visited a number of other large private and public sector organisations. Some of the best practice identified in other organisations would not be transferable to the MPS due to its size and complexity but transferable practice has been used to inform MPS processes.</p>	A

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<p>22. That the MPS commits itself to a Code of Practice setting out the basis on which it will consult its workforce. This should be based on the following principles:</p> <ul style="list-style-type: none"> i. consulting with an open mind whilst proposals are at a formative stage; ii. giving consultees full information about proposals; iii. ensuring that consultation information reaches those who are being consulted; iv. giving consultees sufficient time to respond; v. considering carefully the results of consultation exercises; and vi. providing consultees with full information about decisions taken at the end of the consultation period and, if relevant, the reasons for taking a different view from those who were consulted. 	<p>Senior Management within the MPS are committed to an effective staff consultation process and they regularly meet with representative of the workforce to discuss key issues.</p> <p>The Director of HR and Management Board have separate meetings with the trade unions (MET-TUS), police staff associations and staff representative organisations.</p> <p>The Commissioner also has focus groups to engage with staff on other issues, e.g. women, disabled staff etc. These meetings are minuted and published.</p> <p>Trade unions, staff associations, staff support groups and forums are also part of the consultation process for policy proposals. There are statutory arrangements for police officer representatives and a formal Partnership Framework Agreement for police staff.</p>	A
<p>23. That the issue of duty time and other resources for all representative groups, including staff support associations, is reviewed.</p>	<p>The Partnership Framework Agreement contains guidelines in relation to the allocation of duty time and other resources for representative groups and staff support associations. The policy was reviewed by HR as part of the corporate policy review process.</p>	G

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24. <i>That, in addition to consulting through representative bodies, the MPS takes steps to involve its workforce in decisions on issues that concern them.</i>	Evidence of progress in this area can be regularly seen on the corporate news section of the intranet. Specific examples include requests for the workforce to send their views to the Together Team in relation to the development of the MPS values and behaviours. The Diversity and Citizen Focus Directorate have also recently sought feedback from staff through the same mechanism in relation to their views on the Single Equality Scheme and The Policing Plan 2007/08. Business Groups also have structures in place to involve staff in local decisions e.g. DPS have had regular meetings to discuss the impact of their revised command structure on their staff. HR are engaged with their staff re the planned Service Centre approach.	A
25. <i>That the MPS considers the views expressed in our survey and how the issues revealed can be addressed. We would recommend a follow-up survey in one to two years' time.</i>	The Morris Inquiry recommendations and specifically the findings of the staff survey have been an intrinsic part of the HR Directorate's business plans. HR will consider conducting a further staff survey.	G
BUILDING CAPACITY		
26. <i>That the MPS takes active steps to remain vigilant and to monitor the culture at Hendon, and to ensure that all staff and recruits are aware of what constitutes inappropriate behaviour (such as that which is bullying and / or discriminatory) and that any incidents which do occur are treated with the seriousness they deserve.</i>	Issues of integrity and corruption are addressed in a highly-interactive and informative session at Hendon for new recruits by a senior police officer from DPS. This session weaves in key themes such as equality, diversity and its content has recently been further strengthened by contributions made by the Diversity Officer, DPS, officers from the MPA's Professional Standards and Race & Diversity Units and representatives from MPS Staff Associations. The Code of Expectations is now included in the Student Officer handbook issued to all successful candidates prior to joining the MPS. The Code has been suitably amended to cater for members of the extended police family.	G
27. <i>That the MPS ensures that there are effective, formal support mechanisms in place for all recruits. These should cover the period after acceptance and before they arrive at Hendon, as well as their time</i>	The Students Options and Solutions Team, based at Hendon, was launched as the Morris Inquiry sat. The First Contact Scheme has been launched and all available support is being extended to include all satellite sites, IPLDP sites, and training delivered within the EPF.	G

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<i>spent there.</i>	Exit interviews for those resigning. Staff Associations have full time rep at Hendon. Access to FAW process is covered during induction	
<i>28. That the MPS gives consideration to early implementation of any proposed scheme of multi-point entry for officers.</i>	This is being discussed at a national level as part of the workforce modernisation programme and is still at an early stage. The MPS could not implement this without a change to legislation. Role profiles already allow staff and officers to apply for roles based on their skills set. The Careers Management Unit are looking at multi-point entry into the MPS for police officers as part of the research into Career Pathways, including gaining an understanding of the ACPO vision of workforce modernisation.	G
<i>29. That the MPS evolves effective induction processes to cover entry into the organisation, and all changes of role within it, and that the Human Resources directorate institutes formal mechanisms for monitoring compliance.</i>	Induction is carried out at a number of levels. For police officers it is carried out at the training centres. For police staff there are corporate induction days that staff normally attend within their first three months. These include presentations from a wide range of speakers and numerous 'stands' with, e.g. trade unions, staff associations, specialist units etc. There is also an on line Multi Media Induction programme to complete. In addition, each Borough and business group is also expected to run its own induction programme, with specific information relating to the area/business group. In order to ensure compliance, every HR unit in the MPS is evaluated on an annual basis with respect to its performance in a number of key HR activity areas, including the quality, standard and comprehensive implementation of the induction process. Corporate Induction is in 4 stages: A corporate induction day, an induction pack, and intranet site and a checklist for the use of local HR managers. Research and planning is now in hand to develop corporate induction process for senior officers and staff joining/transferring into the MPS.	G
<i>30. That the Human Resources directorate takes steps to ensure that the Performance Development Review</i>	In order to ensure compliance, every HR unit in the MPS is evaluated on an annual basis with respect to its performance in a	G

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<p><i>process is fully implemented across the MPS as a meaningful management tool. This should be centrally monitored and the Human Resources directorate should carry out periodic reviews across the organisation to monitor quality and consistency.</i></p> <p><i>a) That the Human Resources directorate should keep data on the training undertaken by officers and staff both in terms of the time spent on training and the training undertaken.</i></p> <p><i>b) That Operational Command Unit commanders and departmental managers should use this data to ensure that the officers and staff for whom they are responsible receive the training they need to do their jobs and that there is fair and equal access to appropriate training opportunities. A pre-requisite of this is full devolution of training budgets.</i></p> <p><i>c) That the MPS implements a more effective management development programme.</i></p> <p><i>d) That the MPS introduces development programmes which will increase the opportunities available for cross-fertilisation with those managing other public and private sector organisations.</i></p> <p><i>e) That the MPS takes immediate action to implement the HMIC recommendation on a High Potential</i></p>	<p>number of key HR activity areas, including the quality, standard and comprehensive implementation of the PDR process. PDR completion rates are one of the MPS's 'scorecard' activities. Following the Morris Inquiry, the HR Directorate made available funding for overtime or temporary resourcing within the above business groups for data cleansing activity specifically including updating of training/competency records and full data validation exercises. Various HR interventions now in place to ensure PDR compliance. PDR completion rates monitored and showing significant increases.</p> <p>Clearly to be effective in meeting the challenges faced by a changing police service, training and development must be focused on improving the performance of the MPS. As a result of the HMIC Best Value Review of Training, structures have already been developed to ensure that this occurs – and priorities are developed – at a corporate rather than an OCU level. The Training Management Board, chaired by the Director of HR, and including representatives from all parts of the MPS provides high-level strategic direction to the prioritisation and management of the training investment of the MPS. As a result, whilst there is significant flexibility within training budgets there remains a degree of direction relating to, for example, local officer safety training.</p> <p>In addition, the MPS have access to the Home Office sponsored National Senior Career Advisory Scheme (NSCAS), which offers a range of self-development tools and activities that staff can draw on. This will help them not only better manage and develop their own careers, but also be better equipped to assist their staff. As a result they will be better motivated, feel more valued and their performance is likely to improve, especially in terms of being more effective as leaders and managers.</p> <p>High Potential schemes for police officers and police staff have been developed to allow the organisation to identify individuals who have</p>	

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<p><i>Development Scheme for police staff.</i></p> <p><i>f) That the MPS' management development programme should be available to police staff as well as police officers.</i></p> <p><i>g) That the MPS ensures that it has systems in place to develop all its officers and staff.</i></p>	<p>the potential to reach senior leadership positions. The courses provide opportunities for high potential staff to broaden and deepen their experience, knowledge and skills, with the aim that they will better equipped to reach more senior positions sooner. The police staff high potential scheme commenced during 2004. The first cohort on the scheme are almost into the second year of the programme and the selection process for the second cohort is currently in progress. An evaluation of the first year will be undertaken in early 2006.</p> <p>The MPS have a number of management development programmes that are open to both police officers and police staff. The most significant initiative in this area is the Leadership Academy, which will be the central vehicle through which the MPS will deliver the strategic requirement to increase its management and leadership capability. The MPA HR Committee received a full briefing on the Leadership Academy on 6th April 2006 which explained how management development and training will improve over the next 3 years.</p> <p>This process is already in place through the PDR system. Role based training is provided through DTD and functional specific training through business groups. Career Management Unit strategy advocates and supports development of all staff. Greater accessibility to advice and development roles will be available with the publication of the Line Manager's guide (currently in research/planning stage) and cascade of 'talent spotting' guide.</p>	
<p><i>31. That the MPS develops procedures for promotion and appointments to specialist posts which are fair and transparent and that the Human Resources directorate monitors their application.</i></p>	<p>All selection processes have the potential to discriminate unfairly and have an adverse impact. For this reason the HR Directorate ensures that processes are carefully designed, with an expert assistance where required, from occupation psychologists, to be fair, valid and robust in line with good practice. All processes are subject to quality reviews at all stages, from line manager recommendation through to final selection panels. Each process is monitored for</p>	G

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	<p>adverse impact against the six equality groups, i.e. race, gender, disability, sexual orientation, age and faith or belief. There is also monitoring processes across different business groups, e.g. for specialist posts.</p> <p>In the DPS, recruitment and selection processes have been reviewed to ensure compliance with requirement. A Training & Development Manager has been appointed. DPS has established postings period. A performance needs analysis of all staff requirements will be as part of implementation of New Way Model.</p>	
<p><i>32. That the MPS takes steps to ensure that its policy on flexible working is fully understood and implemented, and that the Human Resources directorate rigorously monitors that implementation.</i></p> <p><i>a) That the MPS establishes a central resource to provide guidance to managers on managing flexible working and to match requests for flexible working with job opportunities.</i></p> <p><i>b) That consideration is given to a childcare co-ordinator post based on the Greater Manchester Police model.</i></p>	<p>The MPS has appointed a Work-Life Balance Adviser to cover a range of associated issues including flexible working and child/elder care. The revised flexible working policy promotes an accommodating, creative approach to flexible working and encourages managers and staff to consider all reasonable possibilities for flexible working, based on the preferences expressed by the post holder or applicant and on the business needs of the role and department. Comprehensive guidance has been issued to all staff and illustrates the benefits of a variety of flexible working options (including part time working, job sharing, term time working and others) and how these may be considered, planned for and applied.</p> <p>A Childcare Co-ordinator, and deputy, have been appointed and have produced a childcare strategy. The focus is to promote family friendly policies and enable access to good quality, affordable and accessible childcare.</p>	G
<p><i>33. That the MPS sets up a central resource to match officers and staff with disabilities to suitable vacancies and to ensure that any necessary adjustments are made speedily.</i></p>	<p>The Workforce Planning Unit have a process in place to match staff with disabilities to suitable postings. The MPS now also has a Disability Advisor in post to provide advice and guidance to line managers on staff disability matters. Further support can also be provided by Occupational Health, if necessary.</p>	G

RECOMMENDATION	POSITION AS AT JUNE 2006	STATUS
<i>LESSONS FOR THE FUTURE</i>		
34. <i>That there should be a full case review of Operation Helios which is independent of the MPS. The review should include examining the issue of race discrimination.</i>	The investigation (of public complaints arising out of Operation Helios) by Essex Police supervised by the IPCC has only recently been completed, and consideration of any conduct issues is not yet complete. The need for and relevance of any further review will be assessed in consultation with PSC, once formal matters arising from the Essex investigation have been concluded.	A
35. <i>That the MPS avoids entering into agreements in relation to professional standards and conduct matters that are ultra vires.</i>	This recommendation reflected a particular situation arising out of the settlement of matters as part of Operation Helios. MPS and MPA officers are aware of the need to act within the law in relation to settlements.	G
36. <i>That where Gold Groups are established in relation to disciplinary matters:</i> <i>i. their purpose and powers are set out in writing so that all involved are clear about their role and lines of accountability; and</i> <i>ii. clear guidelines are established about the make-up of a Gold Group as, for example, it is not appropriate for representatives of complainants or other parties involved to be members of such a Gold Group or to be present at any meetings.</i>	A register of DPS Gold Groups has been developed to enable overview to be maintained by Deputy Director DPS. A risk management system in place – and it specifically covers learning lessons and direction and control issues.	A
37. <i>That the MPS provides Chief Inspector Pendry with written responses to the questions she has posed in her submission to the Inquiry.</i>	This recommendation has been implemented. Chief Inspector Pendry is now working to assist DPS by having an input into their staff training programme.	G