

HMIC BASELINE INSPECTION 2005 – ACTION RE: RECOMMENDATIONS AND AREAS OF IMPROVEMENT

No.	Area for Improvement or Recommendation	a) DPS Lead b) Assisted by c) Cross references	Current Position	Work to be done	Comments
<u>Section 1 Intelligence</u>					
1.	<p><u>Communication of Change</u> The new model for the DPS will separate intelligence and enforcement whilst placing both reactive and proactive resources within the enforcement command. There is a sound basis for this change, which will ensure DPS activity is intelligence based with a strong preventative agenda. However, this will have a significant impact on the ACC, which has proved to be a beacon of excellence. In moving to the new model, the MPS should have cognisance that</p>	<p>(a) DCS Campbell (POL) (b) Nadia Musallam, DPS Implementation Programme Manager (c) PSS 2(5), MTCG 18, R 14, and HB 4, 39 & 42</p>	<p>The Transition of the Anti Corruption Command (Operations) from Intelligence Command to Investigations Command took effect on 1 April 2006. Opportunity was taken by the project team to ensure that all internal processes where reviewed and change management protocols addressed in respect of consultation and communication with ACC staff and other stakeholders.</p>	<p>The project to oversee the changes forms part of the DPS Review Implementation Programme.</p>	<p>The change has taken place without undue disruption or loss of confidence or effectiveness.</p> <p>Consultation with staff and other stakeholders was undertaken throughout.</p> <p>An independent consultant will conduct a review of the DPS Review Implementation in April 2007. These concerns will be reviewed as a part of this process</p> <p><u>Ongoing Work</u></p>

CPR = Control Strategy, Planning and Risk Register. PSS = MPS Professional Standards Strategy Work Elements. R = DPS Review Programme Projects. HB = HMIC Baseline Recommendations and Areas of Improvement. HT = HMIC Thematic Recommendations and Suggestions. MTCG = Morris, Taylor, CRE & Ghaffur Outcomes. (All these documents are available on the DPS Website.)

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	<p>whilst improving the overall focus of the DPS that the experience and lessons learnt within the ACC is maximised. A key issue will be to ensure that there is effective management, consultation and communication with staff, particularly those from ACC, as the changes are implemented.</p> <p>Recommendation 1 Her Majesty's Inspector recommends that when implementing the new professional standards model the MPS should fully consider the experience and lessons learnt within anti-corruption command. A key issue will be for the management, consultation and communication particularly with ACC</p>				

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	staff.				
2	<p><u>NIM to Civil Actions & Complaints</u> There is limited application of NIM principles to civil actions, complaints about conduct and direction and control complaints. This has resulted in a consequent lack of prioritisation and focus in these areas. It is recognised work is in progress to ensure all DPS activity is intelligence led and that there is to be an alignment of processes and structures as part of the DPS review to ensure that this is achieved. This work will be a critical success factor as the MPS progresses the new model for DPS.</p>	<p>(a) A/DCS Briggs (Intelligence) (b) Nadia Musallam, DPS, Implementation Manager (c) PSS 1(3)/(5) and CPR 6, R 2, HB 3, 7, HT 2, 5, 10 D & F</p>	<p>A review of Intelligence Systems and processes is well underway and will provide robust and clear leadership for the DPS in the use of Intelligence and to integrate processes within the Reception Desk function.</p>	<p>The review is currently a project being undertaken within the support of the DPS Review Implementation Programme. The review of Intelligence systems is expected to conclude by 30/11/06.</p>	<p>Awaits outcome of the review of Intelligence Systems</p> <p><u>Ongoing Work</u></p>
3	<p><u>RIPA Applications</u> On occasions, RIPA applications have been</p>	<p>(a) A/ DCS Briggs (Intelligence)</p>	<p>This practice has ceased. The process is strictly controlled by the RIPA unit</p>	<p>Complete</p>	<p><u>Complete</u> (See Current Position</p>

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	authorised by Superintendents for their own operations teams when the default authorisers were not available. This has the potential to cause issues regarding the lack of independence and the practise, however well intended, should now cease.	(b) DCI Flood (Intelligence) (c) PSS 1(3)/(5) and CPR 6, R 2, HB 2, 7, HT 2, 5, 10 D & F	to ensure independence of authorities.		column)
<u>Section 2 Prevention</u>					
4.	<u>Development of New Command & Communications</u> There is prevention activity within the Profession Standards Directorate (PSD) but this is tackled departmentally without a holistic approach. There is currently no effective process to ensure that individual learning is traced through the organisation	(a) DCS Campbell (POL) (b) David Dibble, POL Project Manager (c) PSS 2(5), MTCG 18, R A, HB 1, 39 & 42	The new Prevention Command has been established and work is well advanced in developing a holistic approach within and across DPS. The new Professional Standards Support Programme (PSSP) aimed at BOCUs will be launched by the Deputy Commissioner on 27 November 2006.	Ongoing development within the DPS Review Implementation Programme	<u>Ongoing Work.</u> The bulk of the DPS Review Programme will be achieved by November 2006 and complete in April 2007

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	<p>and appropriate action taken other than the actions currently monitored through PRU.</p> <p>The DPS review aims to resolve this by establishing a new Prevention Command. The structure will be in place by April 2006 but it will take longer for the experience to be gained to make the command effective. Integrity testing is to be brought in alongside prevention.</p> <p>The DPS may wish to consider as part of the changing culture and as part of the prevention strategy to more actively market the cases where the DPS has exonerated officers and not just the ones that highlight the prosecutions.</p>		<p>A Communication Plan supporting the Communication Strategy has been developed and is a standing agenda item at the monthly DPS Command Team meeting.</p>		
5	<p><u>Cambridge Research</u> There is acknowledged</p>	<p>(a) Commander Akers, Deputy</p>	<p>Cambridge Criminology Department has been</p>	<p>The final report has been received – October 2006.</p>	<p>Awaits the result of the MPA PSCC</p>

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	<p>disproportionality in service delivery on key areas for the MPS professional standards performance but the force clearly seeks to fully understand the issues and achieve resolution. To progress this Cambridge University have been commissioned to analyse the disproportionality that has been identified in both internal and external MPS service delivery. The Corporate Inspection Department has also been tasked to scope the issue with a view to internal inspection activity. This is of key strategic concern to the MPS with progress closely scrutinised within the PSSC.</p>	<p>Director (b) A/DCS Briggs (Investigations) (c) PSS 3(1), MTCG 4, 6, 9, 12, 19 & 21, R 6, 7, 8, 9 & 10, HB 6, 19, 20, 13, 14, 21, 22, 28 & 29, HT 7, 8 & 9</p>	<p>engaged to conduct research into possible discrimination (internal & external) re professional standards work/functions. A formalised system for the debriefing of those convicted of corruption related offences has been developed and implemented. Interim report received and discussed with MPA - no significant new issues raised.</p> <p>Focus groups with Staff Associations and first line supervisors are being conducted with one to one interview following.</p> <p>* In addition a small group of DPS officers including, CI Mark Nanji, DCI Adnam Qureshi and DC Mark Gervais, are currently identifying issues that specifically affect MPS BME staff with a view to</p>	<p>Meeting have been held with David Riddle MPA and other Business Groups are being consulted with regard to the likely impact.</p> <p>A paper setting out the MPS response to the report is being prepared for discussion at the MPA PSSC meeting on 14 December 2006</p>	<p>meeting on 14th December 2006.</p> <p><u>Ongoing Work</u></p>

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			providing guidance and rectifying problems.		
6.	<p>Closer Working with IPCC & MPA</p> <p>Some representative groups hold strong views and consider there to be a lack of proportionality and are not at all convinced that the MPS are taking positive action. In order for there to be an open and transparent process the MPS should consider working even closer with the IPCC and MPA to ensure independent oversight of progress on proportionality. This should be the case whether the review is of individual cases or when assessing the overall proportionality of service delivery in order to provide reassurance to these groups and to the wider community.</p>	<p>(a) Commander Akers, Deputy Director</p> <p>(b) DCS Bussey (Investigations)</p> <p>(c) PSS 3(1), MTCG 4, 6, 9, 12, 19 & 21, R 6, 7, 8, 9 & 10, HB 5, 19, 20, 13, 14, 21, 22, 28 & 29, HT 7, 8 & 9</p>	<p>Existing arrangements have been reviewed and appropriate adjustments made. MPS have supported and facilitate the MPA implementation of the Case Management protocol with positive results; DPS Senior Managers attend the regular bi-monthly MPA PSCC Meeting, which is also attended by IPCC; and IPCC participate in the Bi weekly DPS Intelligence Oversight Meeting.</p> <p>Further, Practitioners Meetings are between DPS and IPCC are regular events, together with specific meetings dealing with specialist subjects, such as data quality.</p> <p>The Director and Deputy Director meet with Chief</p>	<p>Ongoing, but considered complete for the purposes of this report.</p> <p>MPS and IPCC intend to review these arrangements early in 2007 to ensure that they remain effective and that we are not complacent.</p> <p>In addition as a part of the independent review of the implementation of the "New Way Model" scheduled for April 2007 consideration will be given to the adequacy of the SPOC arrangements at ACPO/Commissioner and staff levels, including Borough support Units and the DPS reception desk.</p>	<p>See Current Position</p> <p><u>Considered Complete</u></p>

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	<p>Recommendation 2 Her Majesty's Inspector recommends that in order for there to be an open and transparent process the PMS should consider working even closer with the IPCC and MPA. This is to ensure independent oversight of progress on proportionality whilst is ongoing to fully understand the issues.</p>		<p>Officers of the IPCC on a regular basis to discuss strategic issues.</p> <p>In addition, a letter has been forwarded to Nick Hardwick, IPCC Chair seeking his comments and observations on elements 21 and 25 together with elements 6, 13, 19 and 20. This has been sent by email with this matrix attached.</p> <p>In the reply from John Wadham, Deputy Chair, dated 25 October 2006 <i>"The IPCC strongly supports the ongoing work DPS is undertaking to progress these recommendationsIndeed, the progress report highlights a number of important joint initiatives established between our respective agencies to help develop a closer working relationship.</i></p>		

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			<p><i>From our perspective, the quarterly ACPO/Commissioners meetings, regular practitioners meetings and IPCC attendance at the MPA PSCC has undoubtedly lead to significant improvements in our communication and working arrangements. “</i></p>		
7	<p><u>External Confidential Reporting Line</u> Whilst the MPS endeavour to encourage confidential reporting, they have yet to introduce an entirely external and independent confidential reporting line as has been successfully introduced in many other Forces.</p> <p>Recommendation 3 Her Majesty’s Inspector recommends that the MPS consider reviewing the confidential</p>	<p>(a) DCS Gwilliam (Intelligence) (b) D/Supt Reynolds/Levett (Intelligence) (c) PSS 1(3)/(5) and CPR 6, R 2, HB 2, 3, HT 2, 5, 10 D & F</p>	<p>When the Reporting Wrongdoing Policy was created in 2000 and in the subsequent reviews the need for an external line was considered and rejected in on cost effectiveness grounds. The national developments were the favoured option. A national business case based on existing needs is being developed for a national ‘Right Line’ as part of the existing Crimestoppers arrangements. The business case is based on</p>	<p>The lead on the national business casework stems from the National Complaints and Discipline Group. The Deputy Director is the Vice Chair of this Group and will keep abreast of developments.</p> <p><u>Ongoing Work</u></p>	<p><u>Ongoing Work</u></p>

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	reporting line and the introduction of an entirely external and independent confidential line in order to strengthen confidence within the reporting system.		<p>a report by DCS Bussey MPS DPS to ACPO Professional Standards Committee.</p> <p>In conjunction with the development of a DPS reception desk, consideration is being given to setting-up a confidential email address.</p>		
8	<p><u>Vetting – Intelligence Gaps</u> The MPS has created a Force Liaison Unit (FLU) to act as a single focus for transferee checks in recognition of existing difficulties in securing vetting checks for and from other forces. Individuals of concern are flagged on the ‘Warrantor’ database, as there is no other repository for such intelligence. There is no access to the CLUE 2 IT system for this purpose. Steps should be taken</p>	<p>(a) DCS Flower (SCD) (b) CI McCawley (PSG DPS) (c) PSS 2(2), CPR 5 (1), 2(2), MTCG 12, HB 35, 10 & 11, HT 11 & E</p>	<p>It can be argued that there is no intelligence gap as described. The intention underlying this comment is “to ensure early search of the DPS IDG database is undertaken. IDG are currently working to install CRIMINT PLUS and thus in the future, access may be available through this medium.</p>	<p>Awaits implementation of CRIMINT PLUS within IDG</p>	<p><u>Ongoing Work</u></p>

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	to ensure that there are no intelligence gaps.				
9	<p><u>Linking Pro-active Work re: Claims</u></p> <p>The claims department has the capacity to identify emerging trends and issues focussing to Borough (OCU), team or even individuals. This capacity also allows for thematic issues to be identified within the MPS. There is an appetite within the unit to be more proactive and there is evidence that two road shows have been conducted visiting Ealing and Lambeth where issues had been identified.</p> <p>This proactivity should be formalised and greater emphasis should be placed on the ability of the unit to address organisational learning outcomes</p>	<p>(a) DCS Campbell (POL) (b) David Dibble, POL Project Manager (c) CPR 7, R 11</p>	<p>The place Accident Claims Branch (ACB) should sit within the MPS was debated at the Review Project Board on 27 February. It was decided that ACB would remain in DPS under POL.</p> <p>A bid was made last year for new case management software, which will streamline the provision of accident claims management information. A short-term (18 months) solution (Figtree) is now in place.</p> <p>ACB and Civil Actions are reviewing and harmonising their working practices to improve opportunities for learning, intervention and communication. As part of the DPS Review.</p>	<p>This is part of the DPS Review implementation, the bulk of which should be complete by November 2006 and finalised in April 2007. An independent Review of implementation will be conducted in February 2007.</p>	<p><u>Ongoing Work.</u></p>

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	<p>identified in claims prevention and damage limitation.</p> <p>There is currently little contact between the claims department and the OCU DPS SPOCs. There is an opportunity to develop improved lines of regular contact in order to improve communication and linkage, maximise learning opportunities and take early intervention to limit liability or address emerging issues or trends.</p>				
10.	<p><u>Vetting Issues</u> The Warrantor database is used to manage vetting checks and links in with other DPS system but is not readily accessible to HR or other Forces. Force intelligence systems can take up to half a day to</p>	<p>(a) DCS Flower (SCD) (b) CI McCawley (PSG) (c) PSS 2(2), CPR 5 (1), 2(2), MTCG 12, HB 8, 11 & 35, HT 11 & E</p>	<p>Warrantor is a confidential vetting database; HR units should not have access to such a database. DPS IT has control over all IT Budgets. IT software and hardware assistance is remote and slightly problematic</p>	<p>Warrantor requires to be developed. The package needs to be tempered to Police requirements with a view to providing a countrywide database of the future. A systems developer is required to work with PSG and Logsys to provide</p>	<p>There is no short-term solution to this issue. ACPO PSC National Vetting Group is aware of the issue and is working with PITO to provide a long-term solution. The first stage is for PITO to conduct a</p>

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	conduct a search for vetting just one individual. The existence of residential criteria is a constant issue for conducting vetting checks. Vetting has become more problematic due to employers being unwilling to disclose issues. There is therefore a range of issues to be tackled by the MPS in this important business area.		MCRAC is still problematic and no meaningful improvements have been gained. PSG do not carry out reference checks, this falls to HR who should be seeking references as part of the recruiting process as per HOC 54/2003.	capability similar to that achieved by the DVLA who have the same system.	review of all Force Vetting systems. <u>Ongoing Work</u>
11.	<u>NA/Fingerprinting Recruits</u> The Force is challenging the guidance from the Home Office (circular 23/05) for the taking of fingerprints/DNA for recruits and is currently proposing full searches of all fingerprint and DNA databases.	(a) DCS Flower (SCD) (b) CI McCawley (PSG) (c) PSS 2(2), CPR 5 (1), 2(2), MTCG 12, HB 8, 10 & 35, HT 11 & E	The MPS carry out speculative searches on Fingerprints only against HO guidance within HOC 23/2005. This work has been progressed with ACPO PSC with the support of Police Officer Staff Associations and Police Staff Council (UNISON) – who are in agreement of	The MPS are taking this forward within ACPO, PSC Vetting Group. See Current Position, it should be noted that full implementation of DNA searches could be prohibitively expensive. Negotiations are in hand with FSS to get more attractive rates. A balance will need to be	<u>Ongoing Work</u>

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			the need to conduct speculative searches. This may result in a need for change of regulations – which is currently being pursued. When complete the papers will go to PAC for finalising.	achieved between early – bulk searches with huge costs and later more targeted searches with consequential ongoing vetting work.	
<u>Section 3 Enforcement</u>					
12	<p><u>Training for Devolved Misconduct</u></p> <p>The reorganisation of DPS will place more onus for complaints to be dealt with at Borough level as the MPS enhances citizen focus. To do this Borough staff must have a clear understanding of the issues, have suitable toolkits and have appropriate contact points for reference. The DPS Review team have recently presented and received approval</p>	<p>(a) A/DCS Briggs (Investigations)</p> <p>(b) Nadia Musallam, DPS Review Implementation Programme Manager</p> <p>(c) PSS 3 (3), MTCG 2, 3, 5, 7 & 15, R 5, HB 15, 16, 23 & 26, HT 13.</p>	<p>The project lead to oversee the ‘Early Informal Resolution and Empowering Local Managers’ project will ensure that appropriate training for the Single Points of Contacts (SPOCs) is provided. Training was given to empower managers to be able to deal with complaints / misconduct at an early stage without necessarily implementing formal procedures.</p>	<p>MPS have set-up a project with a view to positioning the MPS for the New Misconduct procedure. Training will be a significant part of this project. The Taylor Project.</p>	<p>The MPS have been actively involved in developing the New Misconduct procedure. This consultation is complete with the procedure due to be enacted in early 2007 and implemented effective from July 2007.</p> <p><u>Considered complete, although the project will be ongoing.</u></p>

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	for an “Aspirational and interim model” that recognises the need for a phased programme. This approach is supported, as there was concerns expressed by key staff that although they fully accepted the concept that implementation required appropriate training and resource allocation.				
13	<p><u>Delays in Discrimination Cases</u></p> <p>The MPS has a policy in place for Boroughs to refer cases of discrimination to the DPS Specialist Investigation Team. At the same time, Boroughs are being required to ensure local action on local issues. The current policy is causing uncertainty as relatively minor matters are being referred for DPS SIT investigation</p>	<p>(a) A/DCS Briggs (Investigations)</p> <p>(b) Det Supt Evans (SI)</p> <p>(c) PSS 3(1), MTCG 4, 6, 9, 12, 19 & 21, R 6, 7, 8, 9 & 10, HB 5, 6, 14, 19, 20, 21, 22, 28 & 29, HT 7, 8 & 9</p>	<p>To ensure greater constancy training for investigators has taken place in conjunction with Staff Associations, the Samurai Group of minority representatives, HR Directorate and Employment Tribunals Unit. In addition, DPS SI has taken on responsibility for all discrimination cases.</p> <p>Prior to full implementation of Taylor, the focus will be on consistency of</p>	<p>Consider complete as far as this report is concerned with work ongoing with IPCC as indicated in the reply from John Wadham, Deputy Chair, dated 25 October namely: - <i>“I can inform you that a working group, which include and external consultant and ACPO representation has now been established to oversee this important area of work. Clearly this will have significant impact on</i></p>	<p>The processes have been reviewed and investigations focused within DPS SI.</p> <p><u>Considered Complete.</u></p>

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	<p>and consequently being returned for local action. This has the potential to cause delays in resolving the issue at source and should be reviewed.</p> <p>Recommendation 4 Her Majesty's Inspector recommends that the MPS consider reviewing the process for the investigation of discrimination cases to ensure investigations are conducted at the earliest opportunity and that there is clarity regarding investigative responsibilities.</p>		<p>investigations and "getting things right first time" and thus all discrimination cases will continue to be dealt with by SI. In addition, a letter has been forwarded to Nick Hardwick, IPCC Chair seeking his comments and observations on elements 21 and 25 together with elements 6, 13, 19 and 20. This has been sent by email with this matrix attached.</p> <p>In the reply from John Wadham, Deputy Chair, dated 25 October 2006 <i>"The IPCC strongly supports the ongoing work DPS is undertaking to progress these recommendationsWith regard to cases involving forms of discrimination, as you will be aware the IPCC formally adopted the PCA Race</i></p>	<p><i>recommendations 13 and 21."</i></p> <p>This work will take some considerable time and thus IPCC are tackling the problem in a two-pronged way. First the issue of an operational advice note, currently being developed and expected to be available in early 2007; and second holding a series of workshops with a range of stakeholders to elicit feedback upon which to revise the existing guidelines which is expected in mid 2007.</p>	

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			<p><i>Guidelines with the agreement that the guidelines would be revised to be more reflective of the new complaints system and to include reference to other types of hate crime including sexual orientation, faith and religion, age, gender and disability.”</i></p>		
14.	<p><u>Training re: Discrimination Investigations</u> The officers tasked with the serious discrimination cases have sound investigative experience. All detective inspectors and above receive specialist training in discrimination jointly with the IPCC, IAG and Staff Association representatives. However, no additional</p>	<p>(a) A/DCS Briggs (Investigations) (b) DSU Tony Evans (SI) (c) PSS 3(1), MTCG 4, 6, 9, 12, 19 & 21, R 6, 7, 8, 9 & 10, HB 5, 6, 13, 19, 20, 21, 22, 28 & 29, HT 7, 8 & 9.</p>	<p>All officers in Specialist Investigations receive discrimination investigation training from a firm of external consultants.</p> <p>Courses in conjunction with IPCC have been conducted for SIOs in SI other parts of DPS.</p> <p>When the discrimination guidelines are published, new training will be introduced to the MPS and to DPS. When the</p>	<p>The medium and long term is being addresses by work currently in hand in conjunction with SOCA – who are leading for PSC and ACCAG – to develop a national course for SIOs and IOs. This course would be accredited and will cover the discriminatory investigation issues.</p>	<p><u>Considered Complete</u></p>

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	training is provided for officers of other ranks to assist them to investigate complex discrimination cases.		discrimination guidelines are published, new training will be introduced to the MPS and to DPS.		
15	<p><u>Variable uptake - Internal Resolutions</u> There is variable use and uptake of the local resolution policy. It would appear many supervisors lack the confidence to effectively conduct this process. There is an apparent training need and need for greater consistency in local management emphasis on this means of timely complaint resolution. Between 1.4.2005 and 31.7.2005 variations range from Redbridge BOCU that conducted 15% of local resolutions to Kingston Upon Thames BOCU where 81% were so resolved.</p>	<p>(a) A/DCS Briggs (Investigations) (b) D/Supt Donnelly (Investigations) (c) PSS 3 (3), MTCG 2, 3, 5, 7 & 15, R 5, HB 12, 16, 23 & 26, HT 13</p>	<p>Local managers have conducted pilots at two Boroughs to speed up local resolutions and to encourage ownership. Training has been given to local managers and Borough Single Points of Contact (SPOC). Commander Broadhurst, TP, spearheads this work.</p>	<p>A focus on early resolution is key to ongoing work in positioning MPS for the implementation of the Taylor Recommendations. The MPS has set up an extensive project to continue positioning the MPS for implementation. We are working with HO (Vic Marshall) to exchange good practice.</p>	<p>This is fundamental to the implementation of the Taylor Recommendation and will feature therein.</p> <p><u>Ongoing Work.</u></p>

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	<p>Recommendation 5 Her Majesty's inspector recommends that the MPS should review the reasons for the variable uptake and use of the local resolution policy and take appropriate action to deliver a greater level of consistency in decision making.</p>				
16.	<p>OCU SPOCs The DPS has single points of contact within BOCUs but these contacts are at differing management levels and reflect the degree of local emphasis by the quality of the linkage and their contribution to the process. A more consistent approach with clear terms of reference will help ensure effective communication regarding investigations.</p>	<p>(a) A/DCS Briggs (Investigations) (b) D/Supt Jackson (Investigations) (c) PSS 3 (3), MTCG 2, 3, 5, 7 & 18, R 5, HB 12, 16, 23 & 26, HT 13</p>	<p>SPOC Terms of Reference have been agreed and training completed.</p> <p>SPOCs are fundamental to the 'New Way' Model to ensure that DPS provide help, guidance and support to SPOCs. This will ensure consistency of decision-making.</p> <p>The Reception Desk will provide the "Help Desk" facility.</p>	<p>This now forms part of the Taylor project for the implementation of the New Misconduct procedure.</p> <p>The structure to facilitate this implementation was put in position as a result of the DPS Review – 'New Way' Model.</p>	<p>SPOC are established within BOCUs and other OCUs and training is complete.</p> <p><u>Considered Complete.</u></p>
17.	<p><u>Review of</u></p>	<p>(a) DCS</p>	<p>The payment of SPP is</p>	<p>Other than changing the</p>	<p>Guidance has been</p>

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	<p><u>Disproportionate Financial Sanctions</u></p> <p>When an officer is cautioned, the MPS sanction policy allows the hearing to apply a disproportionate financial penalty through the officer losing additional payments such as the special priority payment. The issue is one that 'friends' are being advised to raise to panels in their summing up, asking panels to consider the implications and offer 'no further action' when in fact a 'caution' might be more appropriate. This should be reviewed.</p>	<p>Campbell (POL) (b) DI Waterhouse (Policy Unit) (c) HB 18 & HT 4</p>	<p>governed by a SOP owned by HR, which sets out the criteria for this payment. There are 4 standards set. The first; Professional Competence and Results has as one of its criteria; 'compliance with the Code of Conduct'. In the guidelines the officer is said not to have met this if he/she has a current sanction, and sets out the time period for sanctions e.g. a reprimand lasts for 12 months. Arguments around this payment have been presented by counsel and 'friends' during a hearing, and may have been considered by the Board.</p>	<p>HR SOP re these payments, the issue will remain. There may be an overselling by 'friends' in respect of the financial penalty and it may assist board members if the extent of the finding on these payments was available when reaching their decision. A binder for the use of Board members has been prepared, which will assist with frequently asked questions, commonly raised issues e.g., financial, pensions, and threshold consequences. This will also have guidance in respect of issues around Taint when considering findings in respect of Code 1, and Code 8.</p> <p>However work is taking place to form a group; Federation, HR and Misconduct office, to</p>	<p>provided to Board Members.</p> <p>This has somewhat been overtaken by events.</p> <p>The Misconduct procedure will ensure that approx. 85% of current Misconduct will be dealt with locally in a learning and personal development mode. Thus, financial sanctions will be inapplicable.</p> <p>The new Professional Standards Support Programme (PSSP) to be launched by the Deputy Commissioner in November 2006. This will provide the vehicle to ensure the new principles for Misconduct are being following</p>

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				resolve this issue and consider the guidance in respect of any replacement of SPP.	<u>Considered Complete.</u>
18	<p><u>Consistency of Sanctions</u> Despite guidance contained in the MPS sanction guidelines concern was expressed amongst staff regarding the consistency of decision-making on sanctions. Police misconduct boards comprise senior MPS police officers with appeals heard by an AC all of whom have received the requisite training. Any trained Commander or DAC, apart from those with DPS responsibilities, takes on these responsibilities, which has the benefit of offering a wide range of experience but makes it harder for the MPS to</p>	<p>(a) DCS Campbell (POL) (b) DI Waterhouse (Policy Unit) (c) HB 17 & HT 4.</p>	<p>The inconsistency is a concern shared across the Commands.</p> <p>ACs have had input around the appeals process and Annex N of the HO Guidelines. The MPA are taking an active role in overseeing the outcome of hearings and appeals. A guide is being prepared for all misconduct boards to ensure the current information and guidance is available to board members.</p> <p>A paper was prepared by D/Supt Campbell and presented to the Deputy Commissioner highlighting this issue with emphasis on Annex N of the HO Guidelines and areas for</p>	-----	<p>A review of AC Reviews conducted recently (sample of 20) found all where consistent.</p> <p>The development of SPOCs, PSSP and implementation of Taylor project, all mentioned previously, will ensure consistency of actions.</p> <p><u>Considered Complete.</u></p>

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	<p>achieve consistency. This manifests itself for example in drink driving sanctions ranging from dismissal to fines of five days pay on appeal but is not restricted to that type of offence. There is no effective oversight of these sanctions to ensure the MPS are delivering a consistent message to staff resulting in uncertainty and potential loss of confidence in the system.</p> <p>Recommendation 6 Her Majesty's Inspector recommends that the MPS should be satisfied that the sanctions being applied following misconduct boards and subsequent appeals are consistent and that there is effective oversight of these sanctions.</p>		<p>improvement. This initiates an overseeing function at a level below that of the MPA.</p>		

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19	<p><u>IPCC Relationships</u> The public face of the relationship between the MPS and the IPCC has been the response to the Stockwell incident, which is being separately scrutinised. In their day-to-day interaction and strategic planning, both parties are reporting openness and transparency growing but there remain some issues in need of attention. For example, there are differing views on the causes of some delays in the system, quality and proportionality of investigations that will require resolution. On a broader front, there are differing messages about complaint numbers. The IPCC consider that a rising number of complaints are healthy for an</p>	<p>(a) Commander Akers, Deputy Director (b) DCS Bussey (Investigations) (c) PSS 3(1), MTCG 4, 6, 9, 12, 19 & 21, R 6, 7, 8, 9 & 10, HB 5, 6, 20, 13, 14, 21, 22, 28 & 29, HT 7, 8 & 9.</p>	<p>Work in relation to this element has been done in conjunction with element number 6, please see 6 for details.</p> <p>In addition, a letter has been forwarded to Nick Hardwick, IPCC Chair seeking his comments and observations on elements 21 and 25 together with elements 6, 13, 19 and 20. This has been sent by email with this matrix attached.</p> <p>In the reply from John Wadham, Deputy Chair, dated 25 October 2006 <i>“The IPCC strongly supports the ongoing work DPS is undertaking to progress these recommendations.”</i></p>	<p>Work in relation to this element has been done in conjunction with element number 6, please see 6 and 13 for details.</p>	<p>Work in relation to this element has been done in conjunction with element number 6, please see 6 for details.</p> <p><u>Considered Complete</u></p>

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	<p>organisation being indicative of trust and openness but the MPS view differs. The MPS consider that when all avenues have been explored to facilitate complaints that an effective prevention strategy will reduce overall numbers.</p> <p>This reflects different views about whether the number of complaints has peaked and now represents actual levels of dissatisfaction.</p> <p>The IPCC still consider that the MPS have work to do in order to move away from a blame culture but it is clear that in the DPS review the MPS are striving to improve as a learning organisation. The IPCC has membership of the challenge group for the</p>				

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	<p>DPS review and regular contact with DPS management offers the opportunity for the PS to resolve these issues.</p> <p>However, a key issue for the IPCC is that in their view there is no single 'relationship' between the MPS and IPCC. This is partly a function of the size of the MPS and the division of DPS into Borough Support Units.</p>				
20	<p><u>Single Co-ordinator IPCC/DPS</u> The IPCC have four commissioners for the MPS with regional responsibility (NW, NE, SE, and SW). There are significant differences in the number of cases successful at appeal, including recording complaints, complaint outcomes and against</p>	<p>(a) Commander Akers, Deputy Director (b) A/DCS Briggs (Investigations) (c) PSS 3(1), MTCG 4, 6, 9, 12, 19 & 21, R 6, 7, 8, 9 & 10, HB 5, 6, 19, 13, 14, 21, 22, 28 & 29, HT 7, 8 & 9</p>	<p>Consistency between North and South is now addressed through the DCS Investigations Meeting with DCIs and Superintendents.</p> <p>Prevention activities and issues identified during the MPS case management protocol work are fed in to the above meeting and actioned. The amendments necessary</p>	<p>In the reply from John Wadham, Deputy Chair, dated 25 October 2006 "The IPCC strongly supports the ongoing work DPS is undertaking to progress these recommendations@</p> <p>Work on this element is considered complete as far as this report is concerned although work is on going with IPCC</p>	<p><u>Considered Complete</u></p>

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	<p>the local resolution process from the IPCC within the four regional IPCC Commissioners areas. The MPS should assess the reasons for this to ensure that consistent investigative procedures and policies are being applied. The IPCC now has a single co-ordinator to deal with MPS practise issues and the DPS are encouraged to consider the identification of a similar role.</p>		<p>are made to the Misconduct Investigations Guide (MIG) and the Misconduct Operations Guide (MOG).</p> <p>The new DPS Reception Desk will become the conduit for IPCC Commissioners initial approaches to DPS. The reception desk will ensure a consistency of approach.</p> <p>A strong relationship already exists between the Commissioners and the Superintendents North and South.</p> <p>In addition, a letter has been forwarded to Nick Hardwick, IPCC Chair, seeking his comments and observations on elements 21 and 25 together with elements 6, 13, 19 and 20. This has been sent by email with this matrix attached.</p>	<p>see elements 6 and 13.</p>	

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21	<p><u>Systems for managing racism complaints</u> Systems for managing complaints that involve any element of racism are currently referred to the IPCC. The IPCC consider more should be dealt with locally as the criteria for referral is clearly established in regulations.</p>	<p>(a) Commander Akers, Deputy Director (b) Insp. Northway, Staff Officer (c) PSS 3(1), MTCG 4, 6, 9, 12, 19 & 21, R 6, 7, 8, 9 & 10, HB 5, 6, 19, 13, 14, 20, 22, 28 & 29, HT 7, 8 & 9</p>	<p>IPCC have agreed that complaints relating to racism need only be referred to IPCC when the complaint was aggravated by the Racism and there is some corroboration present. This, however, has not been encapsulated in regulations.</p> <p>A letter has been forwarded to Nick Hardwick, IPCC Chair seeking his comments and observations on elements 21 and 25 together with elements 6, 13, 19 and 20. This has been sent by email with this matrix attached.</p>	<p>In the reply from John Wadham, Deputy Chair, dated 25 October 2006 <i>“The IPCC strongly supports the ongoing work DPS is undertaking to progress these recommendations”</i>.</p> <p>”Work on this element is considered complete as far as this report is concerned although work is on going with IPCC see elements 6 and 13.</p>	<p><u>Considered Complete.</u></p>
22.	<p><u>Borough Support Management Information</u> The Borough Support Management Information pack is not fully utilised by the DPS. As the DPS develop the</p>	<p>(a) Commander Akers, Deputy Director (b) Nadia Musallam, DPS Review Implementation Programme</p>	<p>A review of the Management Information requirements of DPS is underway as part of the DPS Review Implementation Programme.</p>	<p>-----</p>	<p>DPS CTM have agreed to a project, which will co-ordinate the collection analysis and publication of Performance and Management Information. This will</p>

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	management information pack further and progress towards an effective NIM process this should be utilised as another perspective to assist tasking considerations.	Manager (c) PSS 3(1), MTCG 4, 6, 9, 12, 19 & 21, R 6, 7, 8, 9 & 10, HB 5, 6, 19, 13, 14, 20, 21, 28 & 29, HT 7, 8 & 9	The Tribune IT system has improved the accessibility of Management Information within DPS. And supports IOWA and IOTA.		ensure that duplication is avoided and quality and reliability is maintained. The project lead will be appointed from within POL. <u>Ongoing Work.</u>
23	<u>Unsatisfactory Performance Procedure</u> The MPS, as with many other forces, does not make efficient use of unsatisfactory performance procedures (UPP). For the UPP to be imposed there must be a regime in place where PDRs are completed, issues are pointed out to staff in advance and action plans completed. Whilst considerable progress has been made in this regard, PDRs are not always completed	(a) DCS Campbell (POL) (b) DI Waterhouse, Policy Unit (c) PSS 3 (3), MTCG 2, 3, 5, 7 & 18, R 5, HB 12, 16 & 26, HT 13	HR owns the Policy in respect of unsatisfactory performance. (HR 4) There is a need to promote UPP and a failure to identify failings during the PR process. This matter will be dealt with by HR4 in conjunction with the Taylor Project.	HO Technical Group 3 arising from Taylor deals with UPP the Procedure. Consultation was completed in Sept 2006. Proposals for legislative change linking into Technical Groups 1 and 2 dealing with the Professional Standards Code and the new Misconduct Procedure based on ACAS will be enacted in early 2007 with implementation scheduled for July 2007.	The aim of the new UPP is to cover the issues arising in the description in column 2. HR is the lead and the implementation will be co-ordinated through the MPS Taylor project; previously mentioned. <u>Ongoing Work.</u>

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	effectively and there is a tendency for supervisors to opt for disciplinary action instead. There is a need to ensure staff supervisors fully understand the processes and that there is adequate support provision. There is also some evidence of a lack of confidence by some supervisors.				
24.	<p><u>Causes of Complaints Rises</u> The concerns over the possible increase in recorded complaints have not been realised. The actual rise has been in the order of 316 extra complaints. There is some evidence of enquiry staff not referring complaints for action unless they are deemed serious and of senior BOCU officers not dealing with the</p>	<p>(a) A/DCS Briggs (Investigations) (b) Mike Clark, Information Unit (c) None</p>	<p>In the 8 years prior to the inception of the IPCC, public complaint allegations were reducing on average 11% per year. Between the introduction of the IPCC in April 2004 and the end of 2005/06 allegations rose by 30%. This was in part due to the introduction of the Commission and the widening of the definitions of '<i>who can complain</i>', '<i>what they can complain about</i>' and '<i>against whom</i></p>	-----	<p>In summary the introduction of the IPCC, third party reporting and the DPS reserve desk has improved access to the complaints system and are likely to address any concerns over 'under reporting'. It is possible complaints will continue to rise again in future years but perhaps not to the extent that they did in</p>

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	<p>process effectively. This subjective test may well be resulting in lower recording rates. This has been triangulated not only by HMIC staff but also the MPS own mystery shopper operation 'Anarcharsis'.</p>		<p><i>they complain'</i>. The number of allegations recorded by the IPPC since they started is over 1300 and in 2005/06 to date represents 19% of all recorded allegations. The PCA previously only advised us of 2%. In addition, the '<i>Pro-Hunt</i>' demonstration in September 2004 gave rise to a further 400+ allegations. This is an extraordinary number from a single event and is the equivalent of an extra month's worth of allegations. Similarly, the protests in London, by Muslims over the cartoons printed in the press, has given rise to additional complaint allegations. At the end of February 270 such allegation were recorded.</p> <p>DPS has conducted two 'mystery shopper'</p>		<p>the first year of the IPCC. The IPCC are, for the moment, content for there to be rises in complaints, as they are keen to see what lessons are being learnt from them. But they will be looking forward to reductions in future years.</p> <p><u>Considered Complete.</u></p>

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			<p>initiatives, the latest of which ran in May 2004 to test understanding the requirements of the IPCC. Historically, 'under reporting' was thought to be around 20%. Following this, an action plan was implemented and in December 2004 DPS introduced a 'Reserve Desk' to improve 'access' to the complaints system. This desk allows complainants to call a central phone number, within DPS, to register their complaints. Since then, the 'desk' has recorded over 400 allegations on the complaints system and taken many more calls. The 'reserve desk' concept will be expanded on following the DPS reorganisation with the inception of the 'reception desk'. This will attract further publicity both within</p>		

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			<p>and outside of the MPS and is thus likely to increase complaints. 'Complaints Process' leaflets have also been made available in front offices etc to improve the publics' knowledge. Although there may still be a small element of 'under reporting', it is expected to be far less than initial estimate. This will be tested again by conducting another 'mystery shopper' exercise sometime in the future.</p>		
25.	<p><u>Difficulty Securing Services Across Country</u> The MPS has experienced difficulty in securing the services of ACPO ranks from other forces during recent professional standards cases.</p>	<p>(a) Commander Akers, Deputy Director (b) Insp Northway (Staff Office) (c) None</p>	<p>This is still considered to be a problem, although the instances when the services of other Forces are required have been relatively few of late.</p> <p>A letter has been forwarded to Nick Hardwick, IPCC Chair seeking his comments and observations on elements 21 and 25 together with</p>	<p>In the reply from John Wadham, Deputy Chair, dated 25 October 2006 <i>"The IPCC strongly supports the ongoing work DPS is undertaking to progress these recommendations"</i></p> <p>However, there is no easy solution to this problem and work is therefore ongoing.</p>	<p>To be covered in ACPO/IPCC protocols – which will require legislative change.</p> <p><u>Ongoing Work.</u></p>

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			elements 6, 13, 19 and 20. This has been sent by email with this matrix attached.		
26.	<p><u>Decision making – Misconduct</u> There is no specific criteria that sets out the decision-making process and considerations prior to convening a discipline board such as the perceived seriousness, impact or Force reputation.</p>	<p>(a) A/DCS Briggs (Investigations) (b) DI Waterhouse, Policy Unit (c) PSS 3 (3), MTCG 2, 3, 5, 7 & 18, R 5, HB 12, 16 & 23, HT 13</p>	<p>Each case must be decided on its merits and can be influenced by many factors, some of which only become apparent as an investigation progresses. There is consistency within an individual decision maker, but each individual is bound to apply his or her own professional judgement. Recent ET's have justified the current process.</p>	-----	<p>A focal point for all decisions is CI Peter Howarth. He goes to North and South bases at an early stage to ensure investigations take into account the full circumstances upon which decisions will be made and that precedents have been factored in.</p> <p><u>Considered Complete.</u></p>
27.	<p><u>Continued Implementation of Morris Recommendations</u> The MPA Professional Standards and Complaints Committee (PSCC) have produced, discussed and agreed a paper covering key</p>	<p>(a) Commander Akers, Deputy Director (b) David Martin, Head of Planning (c) PSS 2(1), MTCG 1, R 12 & 15 to 20, HB 30, 31, 32, 33, 34, 36, 40, 41 & 43</p>	<p>A review of DPS response to Morris, Taylor, GRE and Ghaffur was undertaken in February 2006 and recommendations actioned. The review was positive, but recognised that more work was necessary.</p>	<p>The work relating to Morris, Taylor et al recommendations is ongoing with much of it linked directly with the DPS Review Implementation.</p> <p>Completion is expected April 2007.</p>	<p>The MPA protocol on Case Management has been implemented; work is ongoing.</p> <p>Oversight of the implementation of recommendations has been affected through</p>

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	<p>Morris recommendations as they relate to the MPA (PSCC) in their oversight role.</p> <p>The MPA paper and recommendations were supported by the MPS. A Professional Standards Officer has been appointed and expertise has been brought to bear from elsewhere in the MPA in order to begin the dip sampling process. The MPA recognise the importance of this function and are continuing to develop this oversight responsibility although there is recognition that a robust programme has yet to be introduced.</p>		The MPA protocol for case review has been implemented.	The MPA protocol on Case Management has been implemented; and work is ongoing.	<p>the MPS meeting structure; and arrangements are in hand to finalise the audit process.</p> <p><u>Considered complete.</u></p>
28.	<p><u>CPS Delays</u> The DPS have a good working relationship with the CPS although they</p>	<p>(a) Commander Akers, Deputy Director (b) DCS Bussey</p>	A joint Standing Operating Procedure (SOP) between CPS and DPS require a 5-day turnaround on simple	-----	<p>Delays have been limited.</p> <p><u>Considered</u></p>

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	consider that there are some significant delays in CPS case management. There is no designated CPS liaison representative for the DPS, but there is regular liaison at a senior level through meetings held between ACC and the recently established CPS Special Crime Division. The Boroughs have such a point of contact and derive benefit by having clear lines of communication.	(Investigations) (c) PSS 3(1), MTCG 4, 6, 9, 12, 19 & 21, R 6, 7, 8, 9 & 10, HB 5, 6, 19, 13, 14, 20, 22, 21 & 29, HT 7, 8 & 9	cases and a 10-day turnaround on the more complex cases. Early indications are favourable in that these time limits appear to be met.		<u>complete.</u>
29	<u>Results of Appeals to IPCC</u> DPS are able to record the fact that a complainant has invoked the IPCC appeal process but not the outcome of the appeal. The inability to record this additional detail has been recognised and is being	(a) DCS Bussey (Investigations) (b) Mike Clark, Information Unit (c) PSS 3(1), MTCG 4, 6, 9, 12, 19 & 21, R 6, 7, 8, 9 & 10, HB 5, 6, 19, 13, 14, 20, 22, 21 & 28, HT 7, 8 & 9.	The TRIBUNE system has been designed to record the following information for each and every person appealing: - a) What allegation appeal is linked to b) Date IPCC notify us of appeal c) Category of appeal – Non-recording, LR process or Outcome of	Phase 3 of implementation, namely effecting the additional changes to Tribune to enhance its capabilities and effectiveness.	The Tribune system has been accepted and implemented whilst there are a few residual issues; it is now functioning satisfactorily within the user requirement. <u>Considered Complete.</u>

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	addressed in a new complaints and discipline system Tribune.		Investigation d) Date info sent to IPCC e) Date IPCC decision received f) IPCC Decision – Upheld/Not Upheld Action: Record, Investigate or NFA		
<u>Section 4 Capacity & Capability</u>					
30.	<u>Morris, Taylor et al Recommendations</u> The MPA and the MPS have agreed that all recommendations emanating from Morris, Taylor, CRE and the Ghaffur report will be dealt with by reference to a set of agreed outcomes, which encapsulate relevant recommendations. From these outcomes, four priority outcomes have been determined, one of which for example includes	(a) Commander Akers, Deputy Director (b) David Martin, Head of Planning (c) PSS 2(1), MTCG 1, R 12 & 15 to 20, HB 27, 31, 32, 33, 34, 36, 40, 41 & 43.	Progress on this work was reported to MPS Equal Opportunities and Diversity Board on 6 October 2005 and to MPA PSCC on 12 January 2006 and when requested thereafter. In addition, a Chief Inspector has recently conducted a review of this work, specifically looking at the relationship between the work, the outcome and the recommendations. This review has been actioned. The review has been	-----	Whilst the work in relation to Morris, Taylor et al is, in essence, ongoing, much of the work is directly linked to the Implementation of the DPS Review and thus will be completed by April 2007. <u>Ongoing Work.</u>

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	<p>devolvement of local investigations to BOCU command.</p> <p>However whilst this may be a sound way of managing the series of recommendations by aggregating these into outcomes the MPS and MPA should be satisfied systems remain in place with clear lines of accountability for action on the detailed recommendations</p> <p>Recommendation 7 Her Majesty's Inspector recommends that the MPS should be satisfied that when managing the implementation of the recommendations of Morris, Taylor, CRE and Ghaffur by aggregating outcomes that systems remain in place that have clear lines of accountability for action</p>		<p>provided to MPA PSCC for oversight.</p> <p>Whilst the work in relation to Morris, Taylor et al is, in essence, ongoing, much of the work is directly linked to the Implementation of the DPS Review and thus will be completed by April 2007.</p> <p>In conjunction with MPA, a procedure to finalise the audit arrangements is reaching a conclusion.</p>		

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	<p>on the detailed recommendations.</p>				
31.	<p><u>Focus on Cultural Change</u> The MPS have placed significant focus within the DPS review on structures and processes. Whilst this will clarify key organisational issues, in moving forward the MPS should be satisfied that there is a clear focus on the cultural change required to become a learning organisation. This will be vital to achieve an improved service.</p> <p>Recommendation 8 Her Majesty’s Inspector recommends that the MPS should be satisfied that whilst progressing the structural and process change within the DPS review that there is a clear focus on</p>	<p>(a) David Martin, Head of Planning (b) Nadia Musallam, DPS Review Implementation Programme Manager (c) PSS 2(1), MTCG 1, R 12 & 15 to 20, HB 27, 30, 32, 33, 34, 36, 40, 41 & 43.</p>	<p>The DPS Review Implementation Programme has identified the need for a Consultation and Communication Strategy to drive through the cultural changes required to becoming a learning organisation.</p> <p>Consultation was, and will be at the heart of our implementation plans.</p> <p>The DPS Communication and Consultation timetable is a standing item at the monthly DPS Command Team meeting.</p>	<p>-----</p>	<p>Consultation across our staff; and stakeholders within and outside the MPS will always be a high priority. DPS provides a ‘service’ and will remain ‘customer focused’ in its operations, projects and delivery of the corporate strategy and priorities.</p> <p><u>Considered complete.</u></p>

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	the cultural change, which is required to become a learning organisation.				
32.	<p><u>Review of Consultation Arrangements</u> The MPS have strived to ensure effective consultation and communication about the DPS review. However there were significant numbers of staff within the DPS who had neither been consulted about the DPS changes or were not aware of progress. There appears to have been a lack of understanding with staff in certain quarters. There is also a lack of communication as to what the rationale is for the change.</p> <p>Recommendation 9 Her Majesty's Inspector</p>	<p>(a) David Martin, Head of Planning (b) Nadia Musallam, DPS Review Implementation Programme Manager (c) PSS 2(1), MTCG 1, R 12 & 15 to 20, HB 27, 30, 31, 33, 34, 36, 40, 41 & 43.</p>	<p>The Communication and Consultation process has been reviewed. The review recognised the need to sustain consultation over lengthy periods and not just at the design stage of the projects. To this end a DPS Communication and Consultation timetable has been developed.</p> <p>Consultation was, and will be at the heart of our implementation plans.</p> <p>The DPS Communication and Consultation timetable is a standing item at the monthly DPS Command Team meeting.</p>	<p>-----</p>	<p>Consultation across our staff; and stakeholders within and outside the MPS will always be a high priority. DPS provides a 'service' and will remain 'customer focused' in its operations, projects and delivery of the corporate strategy and priorities.</p> <p><u>Considered complete.</u></p>

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	<p>recommends that the MPS revisit the consultation process for the DPS review, notwithstanding the significant efforts that have already been made to ensure effective engagement at all levels.</p>				
33.	<p><u>DPS IT/IS Strategy</u> PSD is spread widely across the MPS on too many disparate sites. There are acknowledged difficulties in IT communications between remote sites. Funding has been approved for the implementation of wide area networks to address some of the problems.</p> <p>The PSD IT strategy identifies shortcomings in the IT infrastructure for the Directorate and</p>	<p>(a) Brian Harrigan, Business Manager (b) Les Ding, Senior Technology Manager (c) PSS 2(1), MTCG 1, R 12 & 15 to 20, HB 27, 30, 31, 32, 34, 36, 40, 41 & 43.</p>	<p>Outline design of new secure network complete & in procurement stage. This will allow for Video conferencing, secure voice coms. as well as data coms.</p> <p>Implementation of covert PNC/PNN access almost complete. This will eventually tie in with internal network for limited access to external Police organisations</p> <p>Intelligence command due to receive Intelligence Manager (CRIMINT Plus) and Intelligence Analyst.</p>	<p>-----</p>	<p>Implementation has commenced, but will need to align with corporate requirement and financial strictures.</p> <p><u>Ongoing Work</u></p>

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	<p>the fact that current technology will not allow the Directorate to exploit new opportunities such as video conferencing or flexible deployment.</p>		<p>This will allow for pure intelligence to be handled and researched and ad-hoc data i.e. CDS, Holmes, and Clue2 Case Papers, to be researched as well as the implementation of automated triggers.</p> <p>Detailed plans for:</p> <ul style="list-style-type: none"> - Network implementation - CRIMINT Plus - Intelligence analyst – Complete <p>Detailed designs due – Complete</p> <p>Outline design for technology refresh – Complete</p> <p>Reception desk planning work complete</p> <p>Refresh of back end IT services in planning stage to include desktop upgrade, Server refresh</p>		

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			<p>and migration to new services to enable joined up systems and greater support facilities and increased service availability and business continuity.</p> <p>DPS review reception desk software requirements is complete.</p>		
34.	<p><u>Tintagel House Accommodation</u> The inspection team examined working conditions for some staff after complaints that they were unsuitable and in poor condition. Rooms at Tintagel House are in a shoddy state and are in need of modernisation to become a suitable working environment for staff.</p> <p>The hearing rooms on the sixth floor were found to be unfit for</p>	<p>(a) Brian Harrigan, Business Manager (b) Richard Dronfield, Deputy Business Manager (c) PSS 2(1), MTCG 1, R 12 & 15 to 20, HB 27, 30, 31, 32, 33, 36, 40, 41 & 43.</p>	<p>Prior to the Inspection DPS had been informed of a likely move of building within the MPS. This move would have involved new furniture and new boardrooms. However, a decision was reached corporately for DPS elements to remain at Tintagel House. Accordingly, the Boardrooms were re-furnished to pick up the issues identified by staff.</p> <p>Some remedial work has also been done, following a decision by the MPS to</p>	<p>Once the SCD issues are resolved, we are optimistic that POL will be able to move to Jubilee House.</p>	<p><u>Ongoing work.</u></p>

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	purpose, not soundproofed, poorly maintained and cold.		retain Tintagel House. The number one DPS accommodation priority is to move the residual POL Units to Jubilee House. SCD units at Jubilee House agreed to exchange accommodation, although, this cannot be pursued at present because of the overspend by SCD in their move to Cobalt Square.		
35.	<u>Vetting Decisions</u> Currently vetting is carried out by staff at four disparate locations with DPS PSG having responsibility for recruit vetting for police and police staff, contractor vetting and management and internal vetting. All vetting decisions regarding discipline files are made by the DCS MCAV and are anchored to the sanctions guidelines.	(a) Commander Akers, Deputy Director (b) DCS Flower (DCC) (c) PSS 2(2), CPR 5 (1), 2(2), MTCG 12, HB 8, 10 & 11, HT 11 & E	The disparate nature of vetting has been recognised, hence the MPS Review of Vetting, which seek to improve the effectiveness and efficiency of vetting within MPS. This Review involved the following units DPS PSG, SCD10 (5) & (6), SO12 (Nat Vetting) CO4, and SO14 (Vetting). The Review was tasked to provide options for amalgamation, if benefits demand and the direction is practical and feasible.	MPS Management Board discussed the Review in May 2006. They agreed in principle to the amalgamation of the units mentioned in current position with the exception of SO12 (National Vetting). A project has been set-up to implement the proposals. It has been agreed that the vetting arrangements will come under the MPS Intelligence Bureau, structure within SCD.	The new structure with SCD should be in position by April 2007. It is acknowledged that these arrangements may not be completely in line with the spirit of the National Vetting Policy – in that the policy advocates that Vetting is situated in the Professional Standards Command; however, intelligence and information exchange protocols

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	<p>The vetting function is undergoing a review that will determine if all vetting functions should be combined.</p> <p>However there was evidence that the current system militates against clear leadership of the vetting function, communication and exchange of information.</p>				<p>exist and will continue.</p> <p><u>Considered Complete.</u></p>
36	<p><u>Role of Review Officer</u> The post of review officer within the DPS has proved beneficial and provides an independent scrutiny of cases. However there is a lack of clarification of that officer's position and status. Senior managers also need to openly demonstrate their support for this work and encourage examination of more current live cases and</p>	<p>(a) DCS Campbell (POL) (b) David Dibble, POL Project Manager (c) PSS 2(1), MTCG 1, R 12 & 15 to 20, HB 27, 31, 32, 33, 34, 36, 40, 41 & 43.</p>	<p>A review of the role is complete and additional resources have been provided to ensure it can meet the widening demands.</p> <p>Detailed tasking arrangements awaits DPS CTM agreement.</p> <p>The Review unit is now fully staffed to the extent that they are undertaking proactive reviews of DPS process and systems.</p> <p>The Review Unit report to</p>	<p>Considered complete. .</p>	<p><u>Considered complete</u></p>

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	operations. A review of this postholders line management could usefully be undertaken as his contribution could be enhanced were there to be more direct links with senior management.		DCS POL.		
37.	<p><u>Induction Training Implementation</u> The DPS not only has entry and induction packs but also exit packs, which include a checklist of issues to be addressed before staff re-enter core policing functions. Whilst this policy exists there are some doubts as to whether it is being actioned operationally. Staff interviewed from specialist investigations was unaware of there being any reintegration back into the MPS and exemplified cases when that had not occurred.</p>	<p>(a) Brian Harrigan, Business Manager (b) Richard Dronfield, Deputy Business Manager (c) HB 38</p>	<p>The success of the current induction and exit procedures was reviewed and changes effected. However, as a result of Service Review, the Support Services have been brigaded into a single entity for SIC and CS Business Groups. This includes Training. A protocol has recently been agreed with the CS SS relating to training; with Nadia Musallam's performing a co-ordination role for DPS as the 'Intelligent Clients'. Induction training; alongside mandatory training and the SIO</p>	-----	<u>Ongoing Work</u>

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			training, are the agreed priorities.		
38	<p><u>Wider Focus for Diversity Training</u> Within the DPS 77% of staff are trained in Community Race Relations. This is delivered corporately by the Diversity Directorate, which has not previously been able to allocate sufficient courses to meet DPS demand. Following the CRE recommendation, corporate rollout of a new two-day course for front line personnel is being implemented. DPS have course allocation for autumn and should achieve 90% trained or higher for officers. The lack of such training was identified in the DPS Training Needs Analysis and Performance submission. With new</p>	<p>(a) Brian Harrigan, Business Manager (b) Richard Dronfield, Deputy Business Manager (c) HB 37</p>	<p>88% of Officers in the DPS are now trained on CRR, a drop from 95% because of the suspension of corporate CRR training.</p> <p>A review of DPS IO and SIO training is being progressed, linking in with the ACPO PSC review of similar training. The ACPO lead is Deputy Director Layton of SOCA.</p>	<p>Continue to monitor to ensure DPS maintains high levels of CRR training.</p> <p>The MPS is reviewing the race and diversity learning and development programme, to ensure it meets with current requirements.</p> <p>Current CRR training has been suspended. Diversity and Citizen Focus Directorate are the lead.</p>	<p>We await the corporate review of CRR training. It is proposed that future training will be Role and Rank related and delivered locally to corporate standards.</p> <p><u>Ongoing Work</u></p>

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	<p>equalities legislation forthcoming in relation to disability and gender, as well as recent changes in relation to age and sexual orientation DPS will need to ensure there is a wide focus.</p> <p>The investigation staff within the DPS have all received CRR training, which is generic and not bespoke to PSD investigations. There appears too little in the way of bespoke training for investigators other than a one-week induction course.</p>				
39	<p>Samurai The MPS experiences difficulties in consulting with the Samurai group, which is a representative group for minorities within the MPS, as there is no one person that can</p>	<p>(a) David Martin, Head of Planning (b) Nadia Musallam, DPS Review Implementation Programme Manager (c) PSS 2(5),</p>	<p>DPS hold regular quarterly meetings with the Samurai Group to discuss projects, change programme and day-to-day issues.</p> <p>HR are seeking to regularise the time available to members and</p>	<p>Current status of protocol to be established.</p>	<p><u>Ongoing Work.</u></p>

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	represent members. The Samurai group has the potential to make a significant contribution to the DPS review and similar key developments in the MPS but will fail to do so without clear terms of reference and agreement.	MTCG 18, R A, HB 1, 4 & 42	discussing a protocol for nationalising the decision process, although it is not thought likely to be completely resolvable.		
40.	<p><u>Qualitative Performance Indicators</u></p> <p>Performance indicators are vital to ensure BOCUs are held to account for performance effectively. The current measures are all quantitative and generally about completions times. There are no measure based on customer satisfaction and there is concern that this may be leading staff to complete cases too quickly irrespective of quality.</p>	<p>(a) David Martin, Head of Planning (b) Nadia Musallam, DPS Review Implementation Programme Manager (c) PSS 2(1), MTCG 1, R 12 & 15 to 20, HB 27, 31, 32, 33, 34, 36, 41 & 43</p>	<p>Qualitative measures are being developed for the DPS Review implementation in the form of the DPS Benefits Realisation Plan.</p> <p>This work is also linked to elements 3 and 4 of Strand 4 of the Professional Standards Strategy in respect of measuring the outcomes and holding OCUs accountable.</p>	-----	<p>DPS CTM has recently agreed to a project to co-ordinate work designed to rationalise DPS performance and management information (qualitative and quantitative) collected, analysed and published in DPS. The first stage will be to scope what is being collected, followed by a review of detail to ensure uniformly and reduce duplication. The project lead will</p>

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	However, the MPS has recognised the importance of effective performance indicators and DCS IIC is beginning to identify complaint indicators that are closely linked to improving customer service.				come from POL. <u>Ongoing Work.</u>
41.	<u>Police Staff IOs for SI</u> There are no police staff investigators within SI but the staff considered that this would be a progressive move, identifying cases where there would be benefits accrued - such as releasing detective time taking some statements and collecting some exhibits.	(a) David Martin (Head of Planning) (b) Nadia Musallam, DPS Review Implementation Programme Manager (c) PSS 2(1), MTCG 1, R 12 & 15 to 20, HB 27, 31, 32, 33, 34, 36, 40 & 43.	Seven Investigative Support Officers are being piloted within the Investigations Command. Progress has been good although the workforce modernisation benefits may not be realised in financial year 2006/7. The DPS Information project forms part of the DPS Review Implementation Programme. The ISO pilot scheme will continue to be monitored. The MPS has provisionally agreed to fund 11 posts	A workforce Modernisation project for DPS is being established to manage the changes required by the Review and budget reductions.	<u>Ongoing Work.</u>

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			<p>for 2007/8 DPS will be undertaking the civilisation of 30 posts as a part of cost reduction targets for 2007 to 2010. However, DPS have drafted an inspirational paper for Management Board, which advocates the change of up to 120 posts.</p> <p>Currently, corporate finance is proving an inhibitor – work continues to resolve it.</p>		
42	<p><u>Representative Work Force</u> The MPS have a challenge to ensure that representative groups and associations are consulted and feel enfranchised otherwise this could present a barrier to success. This issue is wider than the DPS review and includes the management of change generally in the MPS.</p>	<p>(a) Brian Harrigan, Business Manager (b) Richard Dronfield, Deputy Business Manager (c) PSS 2(5), MTCG 18, R A, HB 1, 4 & 39</p>	<p>Ensuring DPS work force is representative remains a high priority. Recruitment days continue to be organised with beneficial results.</p> <p>Consultation of Communications issues has been dealt with at 1, 4 and 29 above.</p>	<p>Corporate Staff Survey in 2007 will be based on Morris and will be incorporated within our Benefits Realisation work. DPS to be included in stakeholder consultation process for the MPS Public Attitude Survey 2007/8.</p>	<p>See 1, 4 and 39 above.</p> <p><u>Ongoing Work.</u></p>

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43	<p>Complainant Satisfaction Surveys. Surveys to ascertain the level of complainant's satisfaction were last conducted in 2001 on behalf of DPS by the MPS Research and Survey Unit. The return of completed survey responses from complainants at that time were poor and reported to be disproportionate to the resources employed and was discontinued. Plans are in place to reintroduce the survey programme although this yet to take place.</p>	<p>(a) DCS Campbell (POL) (b) Nadia Musallam, DPS Review Implementation Programme Manager (c) PSS 2(1), MTCG 1, R 12 & 15 to 20, HB 27, 31, 32, 33, 34, 36, 40 & 41</p>	<p>As part of the DPS Review Implementation Benefit Realisation Plan, we are currently working with the MPS Research and Survey unit and Diversity and Citizen Focus unit to enable our customers needs to feature in scheduled MPS staff surveys and post Morris work. We see the Morris Survey and other MPS surveys as the baseline.</p>	<p>To be arranged after 30/11/06 with the MPS Research and Survey Unit</p>	<p>Ongoing Work.</p>

