

Professional Standards Strategic Owner: AC Brown							
To ensure that DPS conducts its business in a manner that secures the confidence of the organisation and the public with the use of appropriate investigative practices and robust management							
DPS No.	Source Reports	DPS CTM Lead	Assisted By	Current Position	Work to be Done	Estimated Completion	
Key Outcomes							
1 Priority	<i>DPS Managers are held to account for all investigations with the process formalised through a DPS review</i>	Morris	Cdr Akers Deputy Director DPS	DCI Kershaw (IIC)	<p>*The Widening Mission of the MPS with the need to redirect resources to TP Safer Neighbourhoods and Anti Terrorism; coupled with the new ways of working inherent in the recommendations of Morris, Taylor, CRE and Ghaffur Reports has prompted a fundamental review of DPS.</p> <p>*The Project Sponsor is AC Brown - Director DPS and the Project Director - Commander Akers - Deputy Director DPS.</p> <p>*This wide ranging review will take account of a) The MPS Service Review, in particular the Business Principle thereof; b) Morris Taylor, CRE and Ghaffur Reports; c) Workforce Modernisation Issues; d) The Diversity Excellence Model work; e) The need to continue to develop NIM and the Strategic Assessment; and DPS prevention role as it relates to driving the MPS Professional Standards Strategy - which is due to be revised this year.</p> <p>*The Strategic Aims, Scope, Organisation, Milestones, Benefits etc are set out in a PID , which is widely published.</p> <p>*The Project Board members include a cross section of internal and external stakeholders and a challenge panel will be used.</p> <p>*The project team has be tasked to produce ' New Way of Working ' Model options and an implementation plan.</p> <p>*The HR issues inherent therein will be addressed.</p>	<p>*SR Self review - 24/06/06</p> <p>*Development of 'New Way model which will include specifics around performance management Sept/Oct '05</p> <p>*Implementation preparation Nov/Jan '06.</p> <p>*Implementation April 2006</p>	Apr-06

2	To review unsatisfactory performance procedures thereby addressing public concerns and effective internal management of performance	Taylor	DCS Flower (MCAV)	CI Howarth (MCAV) DI DeMegers (IIC SI)	*Appropriate PID constructed and forwarded to Cdr Akers for agreement. Work is progressing	*Review to be conducted together with HR. *Initial findings by November 2005. *Review and recommendations complete by December 2005.	Dec-05
3 Priority	Exploration of Early informal resolution where severity allows and devolvement of all local investigations and informal resolutions to BCU level	Ghaffur Morris Taylor	DCS Bussey (IIC)	DCI Palmer (IIC BSU)	*Significant increase in local resolution rate (36-40%) - mostly by IIC staff. *Rollout programme for Senior Managers of BOCUs re awareness of local resolution. *A pilot on a BCU is being developed to test the feasibility of a BCU DPS style unit. Designed to increase the concept of proportionate investigations and engender local ownership of professional standards matters. * A report has been prepared indicating short, medium and long term issues/projects that can implemented to achieve the outcome. This is currently being considered. *Directly linked to outcome 7.	*A project to develop the pilot re BCU DPS Style unit to be designed and completed with recommendations for change made.	*Initial key findings expected Oct 05. *Project complete Dec-05.
4 Priority	That processes of internal investigation reflect, where appropriate, the rigours of a criminal/major incident investigation including investigative scrutiny, case management, protocols and investigative practices which ensures fairness and proportionality for those subject of investigation and witness handling	Ghaffur Morris Taylor	DCS Bussey (IIC)	Det Supt Wolfenden (IIC)	*DPS IIC investigative processes have been encapsulated in the Manual of Investigation (MIG) and the Policies Procedure and Practice relevant there to, in the Manual of Guidance (MOG). The investigations reflect MPS crime policies, especially relating to victim and witness care. Both these manuals are systemically and regularly reviewed. The total documents, being fully reviewed over a 12 month period. MOG is done monthly and MIG quarterly. *Proportionally issues feature prominently, with the requirements of IPCC implementation and the implementation of the Statutory Guidance (yet to be published) have provided an additional impetus and rigor to the review process. *The Review of Investigations is dealt with in quantitative and a qualitative ways. Statistical relationships, stemming from CDS, IOWA and IOTA, are reviewed monthly against target and peer comparisons are made. Qualitatively - investigations are examined every 14 days at Branch level with a quarterly review being conducted with the OCU Commander. When it	*A specific overview of MIG and MOG will be undertaken to ensure that the regular reviews have been dealt with in a holistic way, achieving the requirements of Morris, Taylor, CRE and Ghaffur; together with IPCC implementation and Statutory Regulatory Guidance; and ensuring that the systems are effectively being implemented. *MPA Dip sampling arrangements have yet to be fully implemented.	*Findings Oct-05

				<p>an investigation is 60 days old it is automatically assessed and subject to additional scrutiny thereafter. All investigations are risk assessed upon receipt and high risk investigations singled out for ongoing scrutiny. IPCC Supervised and Managed investigations are subject to their ongoing oversight and direction.</p> <p>*DPS has provided training based on PCA Guidance on Investigation of Racial Incident - expended to include all diversity issues has been provided to MPS SIOs, Staff Associations, IPCC staff and MPA. * An protocol has been developed with Operation Sapphire to ensure that appropriate expertise and skills are made available to DPS Investigating Officers when undertaking sesitive cases.</p> <p>*The MPA proposals for case management (MPA paper relating thereto, see M9-11,M13 and T2(xi)- at the end of this progress report.) have been accepted and await implementation by MPA.</p>		
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5	Less adversarial discipline hearings in accordance with ACAS, with appeals system where the finding can be considered as well as the outcome	Taylor	DCS Flower (MCAV)	Det Supt Campbell (MCAV) and DCI Armstrong DPS IIC	<p>*Misconduct follows legislation within Police Regs 1999 and 2004.</p> <p>*Introduction of IPCC caused review in 2004.</p> <p>*Current appeals system is to Home Secretary of Police Appeals Tribunal * In June 2005 DPS arranged a 2 day meeting involving IPCC, Staff Associations to increase understanding of the management of discrimination matters and to seek a way forward in line with the Taylor recommendations</p> <p>* Resulting from this was an undertaking by IPCC (Judy Clements) to produce guidelines which will assist in determining what is minor matters - thus amenable to local resolution; and what requires further investigation and involvement of IPCC.</p> <p>*IPCC have subsequently declined to move this forward preferring to await HO Guidance - some 18th Months away!</p> <p>*DPS will produce a draft guidance document and seek IPCC agreement to implement it in the form of a temporary protocol pending changes in regulations. Staff Association are supportive of this approach.</p>	<p>*Review ACAS processes to establish fit with Conduct.</p> <p>*Involve IPCC in process review as they are key stakeholders in Conduct hearings *Review ability of appeal authority to increase sanction if appropriate. *The development of a 'Caution Plus' package for misconduct matters, which will provide the opportunity for timely and bespoke alternative interventions/sanctions without recourse to a Misconduct Board.</p> <p>* Liaison with Supt Marshall Home Office pp the implementation of Taylor Recommendations</p>	Position paper by Sept 05
6	Intrusive oversight and supervision of DPS investigations, with the power to conclude investigations and identify vulnerabilities which can be addressed	Morris	DCS Gwilliam (ACC)	Det Supt Wolfenden (IIC) DI Slade (MCAV) A/DI R. Smith (ACC Ops)	<p>*DPS have established a Review Unit</p> <p>*ACC have set up An Operations Oversight Group, chaired by DCS ACC which has representatives from IPCC. This group critically examines all ACC Operations * IIC arrangements have been set out in outcome 4 above . *A scoping of the current practices - both formal and informal to be instigated.</p>	<p>*A review of current practices with a view to identifying gaps and making recommendations to improve.</p>	Key findings by Nov-05
7	Empowering managers to be able to deal with complaints/misconduct at an early stage, without necessarily implementing formal procedures	Taylor	DCS Bussey (IIC)	DCI Palmer (BCU-IIC) Insp Grevatt (MCAV)	<p>*This work will be encapsulated in the project described in Outcome 3.</p> <p>*Progress will be reported therein.</p>	<p>*A project to develop the pilot re BCU DPS style units. * Progress will be reported at Outcome 3 above.</p>	Initial key findings Oct-05 Project complete Dec-05
8	Introduce disclosure protocols including AC reviews to make them akin to normal disclosure rules and time frame	Morris	DCS Flower (MCAV)	DCI Howarth DI Spivey Chris Bolton (MCAV)	<p>*AC Reviews have been updated and a training module for ACs is being developed.</p> <p>*Counsel have agreed to a half day training package which will be delivered in November 2005</p>	<p>*Review disclosure protocols (Nov 2005/Jan).</p> <p>*Design and Deliver AC Review Training - Dec-05.</p>	Jan-06

9	Implementation and supervision of Lancet recommendations which ensures a consistent approach to investigations and suspension	Morris	DCS Bussey (IIC)	DI Waterhouse (DPS Policy Unit-MCAV) Det Supt Wolfenden (IIC)	<p>* The recommendations have been reviewed again in order to establish whether any additional action is required. *All the recommendations have been addressed or have been overtaken by events. e.g. Bischard deals with Rec.1. IPCC implementations deals with 4,5,and 7. decisions logs have been implemented - Rec. 3. etc.</p> <p>*In addition Guidelines (suspension only) have been written.</p> <p>*On 9th December 04 the Director took the papers to the MPA who agreed the document. Police Notice published *</p> <p>An early review of the Suspension Policy has lead to a re drafting of the Suspension and Restriction Policy. This has been done in close liason with MPA.</p>	*Revised Policy agreed with MPA *To be reviewed after one year of operation of the revised policy.	November 2005 with a Review in November 2006
10	No agreements in relation to ultra vires matters	Morris	DCS Flower (MCAV)	Det Supt Campbell (MCAV)	<p>*MPA already disapprove of such agreements</p> <p>*ET processes insist upon open accountability</p> <p>*MPS senior staff aware that no such agreements to be made. *A review of options was carried out in liaison with MPA - no other viable options were revealed.</p> <p>*However, processes have be formalised thus ensuring that early decisions in potential high ris cases are recorded on registered files; and that early inclusion of MPS and MPA stakeholders is achieved. * MPA are now members of the Silver Group within the rename MPA/ DCC Risk Management System.</p>	* Considered Complete	Complete
11	Review of the use of Gold Groups in relation to DPS matters	Morris Ghaffur	Cdr Akers Deputy Director DPS	DI Waterhouse (DPS Policy Unit-MCAV)	<p>*Gold Groups are established as a matter of routine for appropriate DPS related matters..</p> <p>*DCC/DPS risk management system in place.</p> <p>* In significant cases Diamond Groups are used to set the agenda and direction of DPS related Gold Groups.</p> <p>*The register of DPS Gold Groups is kept in Deputy Director's Staff office. This enable an overview of these DPS related Groups to be maintained by the Deputy Director.*A Series of Standing Agenda Items have been agreed for th Diamond Group Meetings of the renames MPA/DCC Risk Management System. This specifically covers Learning Lessons and Direction and Control Issues.</p>	*Considered complete - Review in July 2006.	Review July-06

12	Inspectorates findings to be included in the Service Improvement Review of security 04/05	Ghaffur	DCS Flower (MCAV)	Supt Day (MCAV) CI McCawley (MCAV)	<p>*SIR agreed by Management Board and MPA.</p> <p>*Corporate governance structure agreed - report and progress direct to MPS Vetting Board.</p> <p>*Change management process implemented under control of D/Supt Day (MCAV).</p> <p>* IT, Personnel and accommodation working groups now established for PSG.*The recent Bombing in Central London have had a number of effects on Vetting . 1. There has been a 30% uplift in work , which is believed to stem from a great awareness of the need for vetting; 2. Accommodation and IT improvements have been delayed; and 3. Delays in return of CTC checks. All of which has materially affected the ability of DPS to deliver the necessary changes.</p>	<p>*Recruiting of additional staff to meet new BWT (41 to 75). *Completion of outstanding work elements including:-</p> <p>~scoping work to identify if SO14 and CO4 vetting units should form part of PSG.</p> <p>~combining admin functions of SB and PSG.</p> <p>~challenge and influence restrictive Home Office / ACPO policy</p> <p>~Create and implement SLA with Security Services</p>	Jan-06
13	Ensure the capture of Management Information relating to racial misconduct and establish the feasibility of releasing relevant Management Information held by DPS to MPS Managers and Consultative Groups.	Ghaffur CRE	Cdr Akers Deputy Director DPS	DCI Bending (SI) and DI Murray (ACC)	<p>*Management Information in respect of Public Complaints and Conduct Matters is currently provided in two documents, a bi-monthly report to the MPA that provides comprehensive information in respect of diversity and a monthly performance report that provides comprehensive information on all aspects of complaints including discriminatory behaviour. The latter report can be selected so as to provide the information for a geographical cluster of Boroughs, individual BOCU's, specialist units e.g.TSG, TOCU, SCD etc, or for the MPS as a whole.</p> <p>*The MPA report is available to the public from the MPA website.</p> <p>*Whilst the Borough Performance Reports have been available for some time on the DPS Intranet site, it is not accessed as much as it could be. To counter this the report will be e-mailed to all OC Commanders who will then be able to disseminate to CPCG's, CDRP's and other key stakeholders. In addition the report is to be made available under the publication scheme on the MPS Internet site, so it is readily available to all.</p> <p>*To take account of the CRE recommendations</p>	<p>* Current practices to be articulated and gaps identified. *Once this is complete recommendations for change will be submitted.</p> <p>*Establish liaison with DCC4 to ensure that this work meets with the Standards required in the MPS Race Equality Scheme.</p>	Nov-05

					<p>*To take account of the CRE recommendations in respect of informal action, box 9 of the MPA report will be expanded to provide a more comprehensive outline of outcomes such as admonishment, advice, discussion, guidance, training etc.</p> <p>*ACC processes have been reviewed. Current arrangements ensure that relevant information is passed to IIC to enable it to be included in the systems described above.</p>		
14	Explore concept of a job rotation system between DPS and other branches/departments for Inspectors	Ghaffur	Brian Harrigan (SSC)	Richard Dronfield (SSC) Sophie Bolland (SSC)	<p>*The DPS has a postings policy in place (min 2 years – max 5 years) which manages officers' time posted within the directorate.</p> <p>*The DPS has chosen not to implement blanket rules in relation to this issue. Instead the preference is to base any decisions as to this area on organisational and individual needs and the persons career profile. This is done as part of the statement of expectations conducted for all new officers in the DPS and is reviewed in individual's development plans each year against business objectives.</p> <p>* Succession planning meetings held with OCU's DPS turn over rate is 2.4 years *MPS are currently developing a corporate rotation policy.</p>	<p>*Conduct a review of the service profiles of all inspectors in the DPS.</p> <p>*Agree method of progressing the issue if necessary.</p>	<p>*Oct-05</p> <p>*Dec-05 (post DPS Review changes) Delivery (if required) would be ongoing from this date</p>
15	Establish feasibility of involving community representatives in the complaints/grievance process	Ghaffur	DCS Bussey (IIC)	Det Supt Levett (IIC) PC Gervais (SSC)	<p>* In all sensitive or high profile cases the IAG is used to advise. * The Gold Group system (Outcome 11) is used in appropriate cases with IAG involvement when necessary. * A system of BOCU/OCU DPS Single Points of Contact (SPOC) is well established. Information from CDS, IOTA and IOWA (See Outcome 4 above) is provide and published. Apart from Personal Data this can be provided to Consultative Group and other Community representatives at the discretion of the BOCU/OCU commander. If there is any doubt SPOC's can be consulted.</p>	<p>*To examine the use of community representatives in complaints and makes recommendations to regularise current practices</p>	Nov-05
16	The outcomes of disciplinary tribunals for racial misconduct to be recorded on PDR's.	CRE (108)	DCS Flower (MCAV)	Insp Barratt (MCAV)	<p>* This data is already available on two MPS Corporate Systems, namely, CDS and DPS IDG. Therefore further duplication may prove difficult to justify and is unlikely to add value. *The issue is to be researched and recommendations made</p>	<p>*Work to be done together with HR.</p> <p>*Research and recommendations made by November 2005.</p>	Nov-05

17	Streamline standard operating procedures for management of professional standard issues	Morris (17a)	DCS Flower (MCAV)	DI Waterhouse (MCAV)	<p>*DPS Overarching Policy created with appropriate SOPs related thereto.</p> <p>*Policies /SOPs reduced from 110-28.</p> <p>*Subsequent reviews established with timescale set out in accordance with the MPS Policy Development Framework. These are now done monthly in liaison with MPS Policy Clearing House. (PCH)</p> <p>* The MPS Professional Standards Strategic Committee (MPS PSSC), Chaired by the Director DPS, is responsible for Research, Formulation, Agreement, Implementation and Review of all Professional Standards related Policies.</p>	*Considered complete with regular reviews systemised	Ongoing by MPS PSSC
18 Priority	Engaging with staff associations to drive through change whilst seeking to promote acceptance of responsibility by managers in discipline matters	Taylor	Cdr Akers Deputy Director DPS	DCI Kershaw (IIC)	<p>* Regular meetings have been set up to keep staff associations informed of the work set out in this DPS Progress Report (first held on 10th December 2005); and to seek their view on the involvement in specific outcomes.</p> <p>* These meeting, both formal and informal, will also be used to discuss other DPS Matters in particular the DPS Review Programme and Day to Day working practices, thus replacing the ad hoc arrangements which currently pertain.</p> <p>* The existing 'Working Together - Samurai Group and DPS' will be integrated into this group and the new Secretary will be the DPS Diversity Coordinator.</p> <p>*This new meeting will be held quarterly , be chaired by Deputy Director and will be attended by DCS ACC, DCS IIC,DCS MCAV with DCI Kershaw for the life of the DPS Review and Mr Martin DPS for the initial work relating to the coordination of Morris, Taylor, CRE and Ghaffur</p> <p>*In addition this outcome will be dealt with as part of the DPS Review - outcome 1.</p> <p>*In addition consultation vide Focus Groups and a Challenge Panel have been set up within the DPS Review arrangements see element 1. Above.</p>	*Establishing the formal and regular Staff Association Meetings with the Deputy Director.	Jul-06

Support for Staff		Strategic Owner: Martin Tiplady					
To provide support through packages that are designed to cater for the changing needs of staff across a wide range of issues							
DPS No. Key Outcomes		Source Reports	DPS CTM Assisted By Current Position Lead		Work to be Done	Estimated Completion	
19	<i>Establishment of a process that keeps officers involved in discipline cases regularly updated on developments and media interest, whilst appreciating a need for confidentiality</i>	Morris	Cdr Akers Deputy Director DPS	Det Supt Wolfenden (IIC) CI Howarth (MCAV)	*Since the inception of the IPCC (01/04/04) legislation under the Police Reform Act 2004 places a statutory duty on investigators to inform and update officers under investigation, or why this has not occurred. Processes have been adjusted and included in the Manual of Guidance.	*Now in Manual of Guidance for investigations The process will be tested to ensure effectiveness in September 2005 with recommendations made.	Oct-05

Recruitment and Progression Strategic Owner: Martin Tiplady To ensure that an open and transparent recruitment and retention process exists for all staff and that they are able to develop to their full potential within the MPS.							
DPS No.	Key Outcomes	Source Reports	DPS CTM Lead	Assisted By Current Position	Work to be Done	Estimated Completion	
20	<i>Ensure that an open and transparent recruitment and retention process is applied consistently within DPS and that staff are provided with appropriate development opportunities to provide the best possible service</i>	Morris	Brian Harrigan (SSC)	Richard Dronfield (SSC) Debbie Bolton (SSC)	*DPS has recently conducted a full review of processes in relation to recruitment and selection. This will be further reviewed through self-assessment using the diversity excellence model in conjunction with the DPS Diversity Co-ordinator. *DPS has established posting periods. *The DPS has begun proactive work to ensure the diversity of its workforce in the areas of: - Surveillance teams - Modernisation program using the Bexley model - Civilianisation *The DPS runs annual recruitment oriented open days and is due to participate in further events this year. *OCU Commanders reinforcing the DPS benefits of joining. *DPS policy on Covert recruitment established. *Current levels of diversity are: - 21% of DPS officers are female against a corporate target of 20% - 4.5% of DPS officers are BME against a corporate target of 7.7% *This compares favourably with other similar Specialist OCUs. *Current use of the DPS direct recruitment mandate is limited to occasional use and instances are fully documented. * Training and Development Manager appointed.	*Conduct a full performance needs analysis for training of DPS staff. *Review of the DPS direct recruitment mandate.	*Dec-05 (post DPS Review changes) *Dec-05 (post DPS Review changes)

Diversity							
Strategic Owner: Deputy Commissioner							
To ensure that all staff, in their actions and behaviour, promote respect and value all aspects of diversity							
DPS No. Key Outcomes		Source Report	DPS CTM Assisted By Current Position Lead		Work to be Done	Estimated Completion	
21	<i>Identify reason for disproportionate number of investigations/ complaints against black and minority ethnic officers and discriminatory practices taking remedial action as necessary.</i>	Morris CRE	Cdr Akers Deputy Director DPS	DCS Bussey (IIC) and DCS Gwilliam (ACC)	*Cambridge Criminology Department has been engaged to conduct research into possible discrimination (internal & external) re professional standards work/functions. * Developing formalised system for the debriefing of those convicted of corruption related offences * * Interim report received and discussed with MPA - no significant new issues raised. * Arrangements in hand for focus groups with Staff Associations in November 2005	*Phase 3 (interviewing of staff/complainants) The outcome of Phase 3 will determine the final completion date. * Debriefing System formalised	* Research estimated to be complete Spring 2006 * *Debriefing Dec 2005

MPA Issues for MPA PSCC		Strategic Owner: MPA				
DPS No.	Key Outcomes	Source Report	DPS CTM Lead	Current Position	Work to be Done	Estimated Completion
MPA	<i>M9 That the MPA enters into greater dialogue with other police authorities to establish best practice in discharging the oversight role.</i>	Morris	Cmdr Akers Deputy Director DPS	Not required	*The MPA produced, discussed and agreed a paper covering recommendations M9 - M11, M1 and - by implications - T2(xi) as set out below. *This was supported by the MPS. *The MPA are allocating staff to the 'Oversight' Role and review of the Management Information *The impact of these changes is yet to be felt and assessed. *A protocol has been developed by MPA and will be discussed and agreed at the MPA PSCC Meeting on 8th September 2005.	* Awaits implementation Not Known
MPA	<i>M10 That the MPA keeps under review the protocol with the MPS on the provision of information to the Authority on complaints and conduct cases.</i>	Morris	Cmdr Akers Deputy Director DPS	DCS Bussey	See M9 above	* Awaits implementation Not Known
MPA	<i>M11 That the MPA 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.</i>	Morris	Cmdr Akers Deputy Director DPS	Not required	See M9 above and linked to Outcome 4 above	* Awaits implementation Not Known
MPA	<i>M13 That the MPA should convene and chair a case conference involving the Commissioner and all relevant stakeholders 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>	Morris	Cmdr Akers Deputy Director DPS	Not required	See M9 above	* Awaits implementation Not Known

MPA	<i>T2(xi) In different but complementary ways the IPCC, Police Authorities and HMIC are the proactive guardians of public interest, accountability and transparency and must be robust in challenging poor practice and making change happen. Police Authorities are accountable for local arrangements. HMIC examine national performance and the performance of individual forces. IPCC oversee the investigation of serious allegations and in their guardianship role on complaints are setting relevant standards e.g. On proportionate investigations. This role is likely to develop overtime. Given the continued need for a regulatory framework the Home Secretary, advised by the Police advisory Board, will continue to set the standard for conduct of disciplinary proceedings</i>	Taylor	Cmdr Akers Deputy Director DPS	Not required	See M9 above .	* Awaits implementation	Not Known
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