

TAYLOR BENEFITS REALISATION PLAN

MPS Professional Standards Mission and Strategic Aims 2006 - 2009	Taylor Project Vision	Benefits expected from delivering Taylor Project	Benefit Measures and Measurement Methodology	Planned Benefit Dates
<p>Placing Prevention at the heart of improving Professional Standards.</p> <p>Moving from a blame culture to one where lessons are learned.</p> <p>Developing greater internal and external trust and confidence in the way the MPS ensures Professional Standards are delivered.</p> <p>Complementing MPS Citizen Focus work by increasing Professional Standards engagement with stakeholders through;</p> <ul style="list-style-type: none"> • Improved openness, accountability and accessibility of Investigations. • Improved sensitivity, timeliness, effectiveness and efficiency of Investigation 	<p>The new misconduct system aims to:</p> <ul style="list-style-type: none"> • Achieve confidence of staff through fair treatment, openness, proportionate response, timely intervention / investigation, flexibility to move between misconduct and performance procedures. • Encourage a culture of learning and development for the officer concerned and the organisation. • Put managers in the driving seat by formally (in regulation) the right of managers to deal with at the lowest level, e.g. formal misconduct meeting on B/OCUs. • Provide an opportunity to deal with misconduct without waiting for the outcome of related criminal proceedings. • Introduce fast-track procedures over which the CPS will not have power of veto. This will be a hearing without witness, i.e. based on documentary evidence only and dismissal without notice is an option. • Set minimum standards of behaviour. 	<p>The discipline process will change to become more 'fit for purpose', timely, proportionate and locally managed.</p> <p>Minor misconduct will now be managed by B/OCUs who will have the added advantage, where appropriate, of resolving complaints locally through customer service intervention.</p> <p>Local devolved management accountability will lead to early intervention, greater ownership of staff behaviour, an opportunity to learn lessons and seek improvement and considerable cost savings to the MPS.</p>	<p>To await a clear national performance framework to ensure consistency in national and local governance arrangements.</p> <p>However, the MPS will aim to reduce;</p> <ul style="list-style-type: none"> • Time limits set. • Recorded complaints. • Number of appeals and whether against finding or sanction. • Civil claims. • The use of suspension. • The length of hearings. • Costs of investigation. <p>Not all benefits can be measured as above, although a benefit can be delivered.</p> <p>The MPS will deliver the following benefits;</p> <ol style="list-style-type: none"> 1. To encourage the use of 'Unsatisfactory Performance Procedures' in poor performance cases rather than seeking a misconduct 	<p>To establish baseline for reduction targets (April 2007 – 8?)</p> <ul style="list-style-type: none"> • April 2008 – 2009 • April 2009 – 2010 • April 2010 - 2011 <p>Dip sampling and analysis on a quarterly basis for Benefits 1-3.</p> <p>To consider the monitoring of staff and stakeholder perception in line with reduction target timescales (as above) for Benefits 4 and 5;</p> <ul style="list-style-type: none"> • MPS Staff

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<p>s.</p> <ul style="list-style-type: none"> Enhanced understanding of customer needs. <p>Improved external awareness of Professional Standards areas of work.</p>	<ul style="list-style-type: none"> Encourage cultural change – the emphasis on improvement rather than punishment. Greater public confidence that we can and will deal with poor performance/conduct. 	<p>A more engaged workforce where openness and accountability will be encouraged to engender a culture where 'to err is human'.</p> <p>Doing something wrong is not the same as wrongdoing. We will look to learn and improve through the Professional Standards Support Programme to reduce the level of cases that relate to poor performance rather than misconduct.</p> <p>Police Officer and Police Staff discipline processes, although separate, will be aligned where possible to ensure similar consistent outcomes.</p> <p>Where gross misconduct leads to a misconduct hearing, DPS will invoke fast track procedures to reduce the</p>	<p>outcome.</p> <ol style="list-style-type: none"> Proportionality of procedures, particularly for minority staff. The use of local resolution for minor misconduct. To improve staff perception of DPS. Increased Stakeholder Satisfaction. 	<p>Questionnaire.</p> <ul style="list-style-type: none"> DPS Stakeholder Satisfaction Survey (through MPS Corporate Research and Survey Unit). Key Individual Network (KIN) and Safer Neighbourhood Survey. Consider the use of MPA and MPS Focus Groups.

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		<p>length of the hearing.</p> <p>To provide easy access for internal and external customers through effective marketing and provision of one central contact point for all Professional Standards enquiries.</p>		

